11 September 2002

Training

BATTLE COMMAND TRAINING PROGRAM

Summary. This regulation outlines the Battle Command Training Program (BCTP). It prescribes policies, procedures, and responsibilities for Active Component (AC) Army Headquarters (HQ) in an Army Forces (ARFOR)/Army Service Component Command (ASCC) role, corps and divisions, Army National Guard (ARNG) divisions, ARNG brigades, and supporting subordinate units participating in BCTP exercise rotations.

Applicability. This regulation applies to Army units (Active, U.S. Army Reserve, and National Guard (NG)) involved in training with BCTP. When applicable, this regulation specifically addresses differences between these components.

Supplementation. Do not supplement this regulation without approval from the Commander, United States Army Training and Doctrine Command (TRADOC), ATTN: ATTG-UC, 5 Fenwick Road, Fort Monroe, VA 23651-1049.

The proponent has the authority to approve exceptions to this regulation that are consistent with controlling law and regulation.

***This regulation supersedes TRADOC Regulation 350—50-3, 1 April 1999.**

Contents

Chapter 1
Introduction

1-1. Purpose. This regulation prescribes objectives, concepts of operation, responsibilities, policies, and planning guidance for Battle Command Training Program (BCTP) exercise rotations.

1-2. References. Appendix A contains a listing of required and related publications pertaining to this regulation.

1-3. Explanation of abbreviations and terms. The glossary contains abbreviations and special terms used in this regulation.

1-4. The BCTP objective. Battle Command Training Program is the Army's capstone Combat Training Center (CTC). The BCTP provides leader development, command and battle staff training for brigade (BDE), division (DIV), and corps commanders (CDRs), their staffs, major subordinate commanders, and supporting Special Operations Forces (SOF), using simulation centers worldwide. It provides the framework to conduct command and control (C2) training from brigade to Army Force/Army Service Component Command/ (ARFOR/ ASCC) level operations. The BCTP provides a "free thinking" opposing force (OPFOR), certified observer controllers (OCs)/observer trainers (OTs), and senior observers (SROs) as mentors and coaches.

1-5. The BCTP mission. BCTP supports realistic, stressful training and leader development for ARFOR/ ASCC, corps, divisions, and brigade commanders. It supports Army components participating in joint exercises to assist the Chief of Staff, U.S. Army (CSA) in fulfilling duty of providing trained and ready units to win decisively on the modern battlefield and to conduct contingency operations worldwide.

1-6. The BCTP Mission Essential Task List (METL).

  a. Design and execute corps/DIV/BDE Warfighter Exercises (WFXs) that provide mid-to-high intensity, realistic, stressful training and leader development opportunities to Army commanders and their staffs on approved training objectives.

  b. Provide training assistance to Army corps and division headquarters designated as an ARFOR or ASCC.

  c. Provide staff assistance for contingency operations of U.S. Army units.

  d. Provide the training audience with a dynamic operational environment and doctrine based OPFOR that portray warfighting across the full spectrum of operations.

  e. Provide WFX-based feedback for lessons learned and input to doctrine centers while maintaining warfighting doctrine proficiency at the joint – operational – tactical levels.

  f. Support Army transformation and serve as a data source for improvements of U.S. Joint and Army doctrine, training, leader development, organization, materiel, soldiers (DTLOMS).

1-7. Organizational design. The BCTP consists of a headquarters, four operations groups (OPSGPs), and the World Class Opposing Force (WCOPFOR). The headquarters provides command and control for the organization. Operations Groups A, B, C, and D have primary training responsibility for all exercises/rotations. These groups consist of support personnel, civilian contractors, and OC/OTs. Support personnel execute routine administration, operation, and logistic functions. Civilian contractors are predominantly retired military officers and noncommissioned officers (NCOs) with extensive experience in their respective branches. They fulfill a vital function in the planning, coordination, and execution of each BCTP rotation. Operations Groups A, B, and D OC/OTs are military education level (MEL) 4, branch-qualified officers and NCOs who have successfully completed the OC/OT training and certification program (see para 1-8). Operations Group C personnel include Title XI, MEL 4 and branch-qualified officers, as well as experienced NCOs that have successfully completes Observer Training certification. The WCOPFOR provides a "free thinking" OPFOR to support each BCTP rotation. WCOPFOR personnel are predominantly branch-

qualified officers and NCOs. A majority of the officers must be military education level (MEL) 4. In particular, the lieutenant colonel division chiefs in the OPFOR must be especially high quality officers, selected for their planning skills and tactical acumen. The quality of the personnel assigned to the WCOPFOR is comparable to that of the other OPSGPs. Another key element of the BCTP is the SROs, who are retired senior general officers appointed personally by the CSA. They coach/mentor each unit's senior leaders, staff, and major subordinate commanders. Senior observers also oversee doctrinal standardization and provide feedback to the Army's senior leadership. Fort Leavenworth is the home station of BCTP personnel, excluding the SROs (see figure 1-1).

a. Operations Groups A and B conduct corps and division BCTP rotations to include deployment training for active component corps and divisions. Each OPSGP can execute a division WFX independently but must combine to conduct a corps WFX (see figure 1-2). Due to exercise design requirements and Officer Distribution Plan (ODP) limitations, all exercises require augmentee observer controllers/trainers (AOC/AOT) from external organizations (see app N). TRADOC is responsible for

*The National Simulation Center (NSC) provides priority of support to the BCTP CDR for scheduled and contingency BCTP missions.
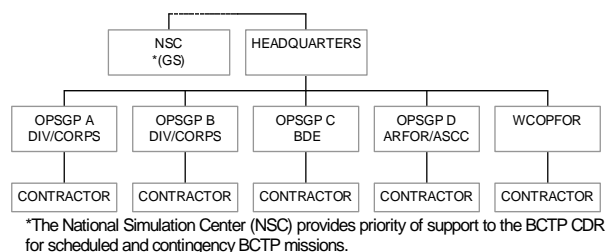
Figure 1-1. BCTP structure/organization

augmenting BCTP up to the table of distribution and allowances (TDA) authorized strength in accordance with (IAW) Army Regulation (AR) 350-50. The major Army command (MACOM) owning the rotational unit is responsible for augmentation of OC/OTs exceeding TDA authorization. Additionally, the training unit's MACOM is responsible for OC augmentation for any OC requirements above and beyond the standard troop list (STL).
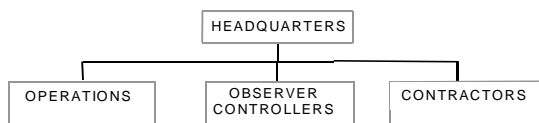

Figure 1-2. BCTP OPSGPs A and B structure/organization

b. Operations group C conducts Brigade Command Battle Staff Training (BCBST) rotations for Army National Guard (ARNG) enhanced, strategic and divisional combat brigades, the Stryker Brigade Combat Teams (SBCT), and Korea-based combat brigades of the 2d Infantry Division. The SBCT exercises are conducted on a one-time basis as part of the certification of the brigade. OPFOR support for OPSGP C exercises is provided by an organic WCOPFOR section of the OPSGP. Operations group C is also responsible for the OT Academy, which trains Active Component (AC) and Reserve Component (RC) OTs in the simulation brigades of the five ARNG United States Army Reserve (USAR) Training Support Divisions (see figure 1-3).
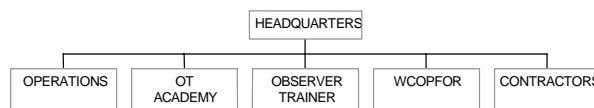
Figure 1-3. BCTP OPSGP C structure/organization

c. Operations group D supports continental United States (CONUS) and outside continental United States (OCONUS) Army component readiness with priority of support to ASCC and ARFOR training IAW Commanders in Chief (CINC)-approved Joint Mission Essential Task List (JMETL) (see figure 1-4).

Augmentee O/Cs as Req
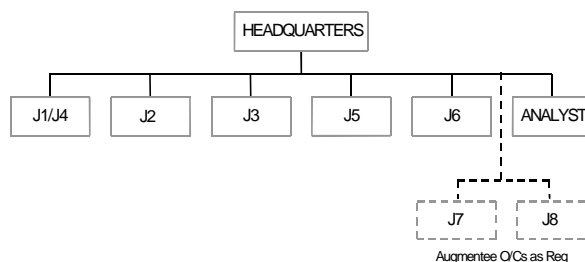
Figure 1-4. BCTP OPSGP D structure/organization

d. The WCOPFOR supports the exercises of OPSGPs A, B, and D and provides exercise unit commanders a free play, organizationally and doctrinally realistic opposing force that fights to win. Operations group C has its own organic WCOPFOR. Refer to chapter 5 for additional information.

1-8. Battle Command Training Program OC/OT/AOC training and certification. The BCTP OC/OT personnel undergo a multiphased training and certification program, to be completed within 90 days of the OC/OT reporting for duty. The purpose of this program is to provide the trainee officers and NCOs with the necessary guidance, knowledge, techniques, procedures and practical experience to enable them to perform their duties in support of BCTP exercises. The BCTP standard Program of Instruction (POI) outlines the minimum requirements necessary for training and certification. It is used in conjunction with U.S. Army doctrine and training publications. Augmentee OC/OTs, requested by BCTP and provided by other U.S. Army commands, will undergo a 12-hour standard training program, conducted

by the proponent BCTP OPSGP, immediately prior to the exercise.

1-9. Battle Command Training Program capacity.

a. BCTP has the capacity to conduct the following exercises each year:

(1) Fourteen division-equivalent BCTP rotations (corps = 2 divisions, Prairie Warrior (PW) = corps, Embedded WFX = 3, mission rehearsal exercise = division(+)).

(2) Fourteen brigade rotations.

(3) Eight ARFOR/ASCC exercises and seminars.

b. Support requirements for a corps BCTP rotation are the equivalent of two division rotations. For example, with the capability of conducting 14 'division' BCTP rotations in a year, BCTP could execute 12 division exercises and 1 corps exercise, or 10 division exercises and 2 corps exercises, etc.

c. Command and General Staff College (CGSC) annual student PW exercise is a corps-equivalent exercise. All CGSC events (PW, School of Advanced Military Studies Seminar and Advanced Warfighting (Digitized)) are funded by CGSC.

d. There are two types of division/corps rotations—standard and non-standard. Brigade rotations are addressed in appendix C.

e. A standard rotation is a division/corps rotation consisting of the eight elements described in appendix B. This includes embedded rotations, in which a corps WFX with one division simultaneously executes a WFX for credit. For example, during a III Corps WFX, the 1st Cavalry Division also executes a WFX. Major Army commands must approve embedded rotations. An embedded WFX requires additional OC support above the corps STL (app F). Allocated resources for each rotation are IAW the STL in appendixes E, F, and G.

f. A non-standard rotation reflects extraordinary circumstances and requires additional support and approval. There are currently three types of non-standard rotations:

(1) Enhanced rotation. The training unit and another unit both receive training during the WFX portion of the rotation. For example, during a division WFX, an ARNG brigade participating in the exercise deploys their organic battalions to conduct training during the exercise.

(2) Inclusive rotation. A BCTP exercise incorporated into a joint exercise. For example, a WFX inclusive at the end of a joint exercise but not necessarily using the same road to war, scenario, or command, control, communications, computers, and intelligence (C4I).

(3) Expanded rotation. Includes additional units

above those identified in the corps/division troop list. For example, a division wants to include a fourth ground maneuver brigade or other maneuver force along with its three organic brigades and an attached light/heavy or E-Brigade in its exercise. The training unit funds all additional cost associated with an expanded rotation.

g. Request for non-standard rotations. Units must submit written requests to conduct a non-standard rotation through their MACOM/chain of command to the CSA for approval prior to the Exercise Design Back-brief or during the BCTP quarterly training brief (QTB) process at least six months prior to WFX execution. The rotational unit funds all additional costs associated with the variance from a standard rotation.

h. Army Force/Army Service Component Command training varies in size and complexity based on the specific exercise objectives or real-world contingency. The BCTP's role in ARFOR/ASCC training is to train designated Army HQ, commanders, and their staffs to operate as the ARFOR, ASCC, Joint Forces Land Component Command (JFLCC) or nucleus of a Joint Task Force (JTF) HQ.

i. Four weeks per fiscal year are reserved for BCTP internal training events.

1-10. Scheduling.

a. Department of the Army schedules corps, DIV, ARNG division, and ARNG BDE rotations with input from affected CINC, the Joint Warfighting Center (JWFC), MACOMs, National Guard Bureau (NGB), National Simulation Center (NSC), and BCTP at the semiannual World Wide Training Scheduling Conference (WWTSC)(1st & 3d Qtr FY XX).

b. Joint Chiefs of Staff (JCS) schedules ARFOR/ASCC exercises at the Annual Joint Scheduling Conference (Joint Forces Command) where BCTP identifies potential ARFOR/ASCC support for prioritization at the WWTSC.

c. For BCTP support to unforeseen events, coordinate training requests through United States Army Forces Command (FORSCOM) G3. Submit schedule change requests to FORSCOM G3, not later than (NLT) 12 months prior to the rotation's seminar date. See appendix O for additional information.

d. MACOM Commanders are the approving authority to reschedule a WFX within the commander's tour of command, with back brief on justification to the CSA during the CTC QTB.

1-11. Planning, programming, budgeting, and execution.

a. Department of the Army provides funds to MACOMs and the NGB for BDE, DIV, corps, and ARFOR/ASCC rotations.

b. Department of the Army provides TRADOC funding for BCTP military and contractor support and travel to

support annual rotational training requirements.

c. Additional resources and augmentation of BCTP rotations:

(1) The BCTP requires AOC/AOT support for all division and corps rotations and joint exercises (see app N). In accordance with AR 350-50, TRADOC is responsible for augmenting BCTP up to the TDA authorized strength. The MACOM owning the rotational unit is responsible for augmentation of OCs exceeding TDA authorization. The BCTP will identify expected AOC requirements at the Exercise Design Back-brief. Requirements will be codified IAW published tasking guidelines.

(2) For all nonstandard, corps, and embedded corps exercises, additional resources must augment BCTP. These resources include simulation hardware, additional exercise control (EXCON) personnel, contractors, and life support. The exercise unit, or its MACOM, is responsible for providing all additional resources for these types of rotations as shown in appendixes E, F, and G. This is identified at the initial planning conference (IPC).

(3) For all active component corps and division units with the exception of the 2nd Infantry Division, BCTP requires support from outside agencies to support deployment training (see app P). BCTP will coordinate participation from the Joint Deployment Training Center (JDTC), Military Traffic Management Command (MTMC) and the Deployment Process Modernization Office (DPMO). The exercise unit is responsible for providing required participants from the installation, Area Support Group (ASG), Theater Support Command (TSC) and higher headquarters Movement Operations Center to support the Deployment Seminar and Battle Command Seminar.

d. Table 1-1 identifies resource profiles for AC units supporting ARNG exercises and vice versa.

e. Outside agencies requesting BCTP assistance with data collection, information gathering, test support, etc., will reimburse BCTP for any additional costs directly resulting from this collection effort. The training unit must concur with requests for outside agency participation.

Table 1-1

Resources by AC units for ARNG units

TYPE EXERCISE	AC WFX		ARNG WFX		
Unit(s)	AC units	ARNG units	AC units	Division organic ARNG units	Non-organic ARNG units
Resourcing MACOM	Exercise MACOM	Exercise MACOM	FORSCOM	NGB	Exercise MACOM

TYPE EXERCISE	BWFX	JTFX
Unit(s)	ARNG units	N/A
Resourcing MACOM	NGB	Supported CINC

*May include, but not limited to, additional maneuver

Chapter 2
Responsibilities

2-1. The Chief of Staff, U.S. Army (CSA) is sole approval authority for:

a. Rotation cancellation.

b. Exercise scenario, troop list, and exercise training objectives.

c. Exercise variants:

(1) Participation of foreign nationals in any capacity.

(2) Expansion or contraction of the STL beyond the MACOM's authority as noted in appendixes E, F, G, and H.

(3) Conduct of seminars at locations other than Fort Leavenworth (2nd Infantry Division has approved exception).

(4) All facets associated with Inclusive WFX.

2-2. Commanding General (CG), TRADOC will—

a. Establish priorities for the allocation of TRADOC resources identified to support BCTP.

b. Provide AOCs for BCTP TDA and ODP shortfalls to support standard rotations.

2-3. Commander, U.S. Army Combined Arms Center (CAC) will—

a. Control the overall BCTP program IAW CSA, HQDA, and TRADOC directives.

b. Provide base operations support for BCTP.

c. Resource BCTP personnel requirements.

2-4. Deputy Chief of Staff for Intelligence (DCSINT), TRADOC will—

a. Provide doctrinal support for intelligence modeling (both OPFOR and training unit).

b. Researches, prepares, and updates the Contemporary Operational Environment (COE) OPFOR concept and doctrine. Prepares the OPFOR order of battle (OB) for use by BCTP in structuring OPFOR forces to accomplish exercise objectives.

c. Conduct validation and assistance visits IAW AR 350-50.

d. Provide intelligence support to WCOPFOR requests for information (RFIs).

e. Provides authoritative systems parameters for OPFOR systems used in models and simulations that support BCTP. Resolves simulations anomalies proposed by the BCTP Parameters Board that results in adjustment of OPFOR systems parameters.

f. Assists BCTP in developing workarounds and/or simulations requirements to integrate COE variables in exercises.

2-5. Commander, BCTP will—

a. Be responsible for planning and execution of the BCTP exercises.

b. Supervise OPSGPs and WCOPFOR.

c. Apply the CTC methodology for all BCTP rotations (see AR 350-50, chap 1).

d. Supervise development of scenarios for use in seminars (including Blue Forces (BLUFOR) and OPFOR).

e. Ensure WCOPFOR portrays accurate doctrine and OB.

f. Ensure proper conduct and coordination of the IPC, site survey, Concept Development Conference (CDC), and Exercise Design Back-brief.

g. Ensure simulation capability to include hardware requirements that support the training feedback process.

h. Be the final authority for all exercise site Battle Simulation Center (BSC) decisions regarding personnel, equipment, or facilities for each phase of rotation listed in appendix B.

i. Develop, publish, and distribute rules, parameters, and workarounds that govern BCTP operations using the associated simulation programs.

j. Assign responsibility to OPSGPs for planning, coordination, and execution of each rotation.

k. Ensure OPSGPs conduct OC/OT certification and AOC/AOT training.

l. Be the Deputy Exercise Director (EXDIR) for division/corps WFXs, responsible to the EXDIR for the command, control and supervision of seminar and exercise planning, preparation, and execution. During the execution of the WFX, in the absence of the BCTP Commander, the Commander WCOPFOR is the Deputy EXDIR.

m. Exercise operational control (OPCON) of the BSC facilities, equipment, and player/controller personnel throughout train up, execution, and termination.

n. Identify and develop logistical requirements to support seminar and exercise operational needs. Requirements include equipment availability and transportation, technical and maintenance support, and personnel augmentee requirements.

o. Be responsible for execution of the BCTP and BCTP Seminar Facility (BSF) support contracts.

p. Oversee execution of the OT Academy training program with Commander Operations Group (COG), OPSGP C.

q. Be responsible for controlling, manning, and equipping the BSF, Fort Leavenworth, KS.

r. Be responsible for the coordination of outside agencies United States Transportation Command (USTRANSCOM), JDTC, DPMO to support deployment training.

s. Be responsible for the coordination and integration with the exercise higher headquarters for the execution of deployment training and the deployment exercise that is linked to the WFX.

2-6. National Simulation Center (NSC) will—

a. Provide all simulation and model support to the BCTP mission. This includes sustainment and maintenance of legacy simulations and models currently used in BCTP exercises (Corps Battle Simulation (CBS), Brigade/Battalion Battle Simulation (BBS), Tactical Simulation (TACSIM), Combat Service Support Training Simulation System (CSSTSS), JANUS, and Army Training Confederation and Joint Training Confederation systems).

b. Give priority for support to BCTP missions.

c. Assist in deconflicting exercise schedule with availability of simulations/models at the WWTSC.

d. Provide software and hardware maintenance support for legacy systems used by BCTP.

e. Surface potential shortfalls in equipment and/or manning support of an exercise to BCTP when identified.

f. Annually review the memorandum of agreement (MOA) which outlines responsibilities with BCTP. The MOA will be updated as required.

2-7. Exercise Director (EXDIR).

a. For a corps exercise, the EXDIR is the Army group, ARFOR or unified command CDR. For a division exercise, the corps CDR is normally the EXDIR. For National Guard (NG) division WFX, the EXDIR is the Continental United States Army (CONUSA) CG or a designated representative. For an ARFOR/ASCC training exercise, the EXDIR is the Unified Combatant Command CDR, ASCC, corps, or the JTF CDR. For a brigade exercise, the EXDIR is the division CDR or an assistant division CDR for divisional combat brigades and enhanced separate brigades of the 7th Infantry Division and the 24th Infantry Division. In the case of

nondivisional enhanced separate brigades and strategic brigades, the EXDIR is a general officer from the associated unit designated in FORSCOM Reg 350-4. The EXDIR is the chief trainer and approves:

(1) The exercise unit's WFX training objectives.

(2) The exercise unit's task organization (within constraints of appendixes E, F, G, or H).

(3) The scenario as developed by BCTP.

(4) The role of units that are not part of the exercise unit.

(5) The front, rear, and flank noncompetitive units' play/role.

(6) The specific start of exercise (STARTEX) conditions.

(7) Exercise directives.

b. Initiates coordination with MACOM or NGB to ensure the rotational unit receives proper funding to support BCTP exercises. Major Army commands program funds for seminars as part of the DA BCTP rotation funding package.

c. Secures timely approval by the CSA of any variants from standard rotations.

d. Participates in the WFX/brigade warfighter exercise (BWFX) as the higher HQ CDR and EXDIR.

e. Hosts the Concept Development Conference NLT 300 days prior to the WFX for AC, and NLT 500 days for linked seminar/WFX or 500 days for nonlinked seminar/ WFX ARNG organizations (see apps J and K).

f. Within 10 days of the conclusion of the Exercise Design Back-brief, the EXDIR signs a letter of instruction (LOI) outlining the warfighter environment parameters. The LOI is a directive on which to base future planning activities in support of the rotation. Once signed, the LOI may only be changed by the EXDIR.

g. Ensure adherence to all milestones agreed to between the training unit, BCTP, and the EXDIR HQ.

h. Coordinate with BCTP prior to the site survey on any training initiatives that may impact on how BCTP plans and/or executes the exercise.

i. Provide simulation support for ARFOR/ASCC; training is a CINC/MACOM responsibility.

j. Ensure fulfillment of personnel requirements enumerated in the BCTP BLUFOR Simulation Control Plan (SCP) (see para 2-10g below).

k. Ensure the higher HQ Operations Plan (OPLAN) is

issued to the exercise unit not earlier than (NET) 15 days prior to STARTEX (not applicable for both BWFX and ARNG rotations). Forward requests for exceptions to CDR, TRADOC, Deputy Chief of Staff Training-West, ATTN: ATZL-CT, 201 Augur Avenue, Fort Leavenworth, KS, 66027-1314. In the case of an embedded WFX, the higher HQ OPLAN is issued to the corps NET 30 days prior to STARTEX to enable the corps to issue the order to the Embedded Division NET 15 days prior to STARTEX.

l. Provide a single point of contact (POC) to BCTP upon notification of a scheduled rotation.

m. Coordinate and provide BCTP the deployment exercise concept and products NLT 30 days prior to the exercise. Ensure the higher headquarters OPLAN and deployment products (reception, staging, onward movement, and integration (RSOI) plan, Time-Phased Force Deployment Data (TPFDD) extract, TPFDD LOI, Port Call messages and intelligence summaries) required to drive the deployment exercise are issued to the exercise unit NET 15 days prior to STARTEX.

2-8. Warfighter Exercise training unit will—

a. Coordinate with higher HQ for scheduling of a BCTP rotation.

b. Provide a single POC to BCTP upon notification of a scheduled rotation.

c. Coordinate with higher HQ and BCTP on any special requirements for BCTP rotation.

d. Comply with milestones specified in the EXDIR's LOI.

e. In coordination with (ICW) higher HQ, host the IPC IAW milestone schedule shown in table B-1 and in appendixes J through M.

f. Develop training objectives for the seminar and exercise and submit to higher HQ for approval NLT 30 days prior to the IPC. The commander is the unit trainer during the seminar.

g. Meet personnel manning and operational requirements below:

(1) Battle Simulation Center. The exercise unit and higher HQ provide work cell and detail personnel. These personnel generally are brigade/battalion/company CDRs and their staffs who function as role players inside the BSC. Others include detail personnel to perform support and guard tasks required to operate the BSC. The type and number of personnel needed is determined at the IPC and delineated in the BLUFOR SCP.

(2) Command Post (CP). The exercise/BWFX unit will deploy to field locations all of its CPs as described in the appropriate troop list appendixes. All units will use organic and habitually associated staff personnel only.

Units will use doctrinal communication means when communicating with the BSC. The BSC will contain representation from all unit HQ in the field. All exercise CPs will displace at least once during the WFX (AC only). Units will request changes through the EXDIR.

    (a) For a corps exercise, the corps will deploy CPs as outlined in appendix E.

    (b) For a division exercise, the division will deploy CPs as outlined in appendix G. Army National Guard divisions will occupy the functional divisional HQ CPs configured in the NGB Battle Command Training Center (BCTC) at Fort Leavenworth, KS.

    (c) For a BWFX rotation, the brigade will deploy CPs as outlined in appendix H.

    (d) For a joint exercise, units deploy in a configuration determined by the EXDIR that best accomplishes the training objectives. Appendix I describes a typical JTF configuration.

  h. Host the IPC.

  i. To support the Deployment Seminar and Battle Command Seminar, coordinate with the following as required: installation agencies that support deployment such as the Installation Transportation Office, Unit Movement Coordinator, Logistics Assistance Office, and higher headquarters staff that support deployment activities. For OCONUS units, the exercise unit is responsible for coordinating with supporting ASGs, TSC, Logistics Assistance Office, and other agencies that support the deployment of the unit.

Chapter 3
Operating Procedures

3-1. General.

  a. Corps and divisions. The BCTP accomplishes its corps and division training missions by providing corps and division CDRs a series of eight events: Site Survey, IPC, Concept Development Conference (CDC), Exercise Design Backbrief, Deployment Seminar, Battle Command Seminar, WFX, and Take-Home Package (THP) or Proficiency Sustainment Package (PSP). These events are discussed in detail in appendix B.

  b. Brigade rotations. To prepare for the rotation, BCTP holds a planning conference and site survey, at or near the unit's home station. The BCTP conducts a seminar at Fort Leavenworth during which the brigade develops its plan and supporting operations orders (OPORDs). The rotational unit continues to develop this plan at home station. The rotational unit executes the order developed during the seminar in the BWFX. The BWFX is a Multiple Unit Training Assembly (MUTA)-5 (may be up to a MUTA-8 for augmentation personnel) held in an established simulation facility or a facility of the unit's choice that meets minimum requirements for space and power generation, as stipulated in the site

survey. It focuses on the orders process and leader development while exercising the brigade's staff using BBS. The same event sequencing, less Deployment Seminar, applies to BWFX training as described for corps and divisions (see apps B and C).

  c. Army Force and ASCC training. When an Army unit undergoes training to perform as the ARFOR, ASCC, JFLCC or the nucleus of a JTF, the Army "Core" HQ may require or request BCTP assistance to accomplish its mission. Training can be a seminar, staff training, command post exercise (CPX), or some combination of these. Training may take place in conjunction with a previously scheduled JCS exercise, a unified command exercise, or in support of an operational mission. (See app D.)

3-2. Training methodology.

  a. The CSA has provided specific guidance for the design and conduct of a rotation:

    (1) Primary focus of a WFX is leader development.

    (2) Train to Standard.

    (3) Full BCTP coverage.

    (4) Doctrine-based After Action Review (AAR) that guides leaders to accept responsibility.

    (5) Stress of all Battlefield Operating Systems (BOS) in decisive ground combat operations.

    (6) Free-thinking OPFOR with an equal chance to win.

    (7) A tactical scenario where the outcome is not assured.

    (8) The consequences of tactical decisions are fully played out.

    (9) "Restart" to underscore adherence to standards and mastery of the task. This is an opportunity to immediately implement lessons learned, and is not an indication of failure.

  b. Battle Command Training Program rotations are training exercises. The BCTP develops the rotation scenario based on the approved training objectives. The BCTP uses a computer simulation (except for some OPSGP D exercises) to provide representative combat and battlefield functions during the exercise. The BCTP provides feedback to the commander in the form of detailed observations to allow for the commander's own training assessments. Retired general officers serve as SROs, lending credence to the feedback process while mentoring and coaching the exercise unit's commanders and their staffs.

  c. The training unit's higher HQ (EXDIR HQ) participates in the exercise with a CP. The CP is not

competitive during the exercise. The higher HQ role is to portray itself as it would be expected to operate as a part of the tactical situation. The CP is a part of the EXCON structure with the mission to establish conditions that enable exercise units to accomplish their training objectives. The higher HQ must constrain resource availability to realistic levels IAW the EXDIR's LOI. There are two additional cells in the EXCON structure—the Maneuver Control Cell and the Green Cell. The Maneuver Control Cell has the specific responsibility of portraying all activities in all dimensions adjacent to the exercise unit, to include portrayal of joint and multinational forces, as required. The Green Cell has the specific responsibility to recommend, coordinate, synchronize, and simulate IO events during the WFX, as well as implementing many of the COE variables through workarounds. The activities of the Maneuver Control Cell and the Green Cell are prescribed by the guidance of the EXDIR, which is issued at the White Cell meetings.

d. The BSC generates the battlefield effects of subunit (battalion/brigade or company/platoon) operations. Subunit cells in the BSC role-play to interface with the simulation and pass information to their higher HQ located in the field, IAW its standing operating procedures (SOP).

e. Simulation models are commander and staff process drivers, not predictors of tactical success. Units need to demand high standards, but initially be prepared to accept less than desired results. The simulations do not accurately replicate all aspects of terrain or combat, combat support, and combat service support functions. Due to the limitations of the simulations, units should not construe that the results from the simulations can predict true battlefield results.

f. The exercise unit's task organization, to include all additional combat and combat support units, will be based on the modified table of organization and equipment (MTOE), and/or deployment list effective during the WFX commander's tenure. The unit may only use new (not yet fielded) equipment if it is scheduled for fielding during the current WFX commander's tenure, and only the percentage of equipment that will be fielded by that time.

g. The exercise unit is required to use only doctrinal MTOE authorized communication links between field CPs and BSC workstations. Tactical CPs will deploy IAW appendixes E, F, and G. Leaders and soldiers need to train in a near-wartime environment (that is, deployed CPs will "jump" IAW unit SOPs, consistent with the unit level of training). The approval authority for use of nondoctrinal or non-MTOE communication links is the MACOM commander.

h. Out-of-model events. The BCTP schedule is developed as a result of the WWTSC, and TRADOC funds the program based on that schedule. Operations Groups A/B (Corps/Division) and C (Brigade), as well as WCOPFOR, will not participate in out-of-model events unless approved by the BCTP CDR.

The BCTP standard WFX model is shown in appendix B, figure B-1. Examples of out-of-model events include the following:

(1) Ramp-up exercises (unit-conducted exercises to train up for a WFX).

(2) Simulation exercises.

(3) Staff training exercises.

i. Foreign units will not routinely participate in BCTP WFXs. Approval for foreign unit participation will be IAW AR 350-50 and must be approved by the CSA.

3-3. Visits to BCTP exercise rotation events.

a. Every effort is made to prevent the distractions that visitors cause; however, legitimate needs for visits do exist. TRADOC, DCSOPS&T Combat Training Center Directorate, issues a CTC Review Program Schedule each year, which describes most of these needs. The training unit commander approves all visitors to seminars. The EXDIR approves visitors to brigade, division or corps rotations. The EXDIR HQ and BCTP must coordinate all visits during an exercise. Visits by foreign nationals are addressed in paragraph 3-3d below.

b. Exercise unit rotation visits.

(1) Personnel, military and civilian, desiring to visit an exercise unit, will coordinate with the exercise unit HQ. The exercise unit is responsible for coordinating and providing transportation, billeting, mess, escorts, field equipment, etc., as required for the visitors. BCTP does not provide any visitor services.

(2) The exercise unit will notify the BCTP OPSGP's Operations Officer NLT 60 days prior to the start of the exercise of all planned or projected distinguished visitors.

c. Orientation visits to BCTP exercise rotation events.

(1) Coordinate visit requests with Assistant Deputy Chief of Staff for Training-West (ADCST-W), ATTN: ATZL-CT, 210 Augur, Ft Leavenworth, KS 66027-1314, and provide an information copy to CDR, BCTP, ATTN: ATZL-CTB (Operations Officer), 400 Kearney Avenue, Ft Leavenworth, KS 66027-1306. Visitors deploying to the field should arrive at the exercise with all required equipment and in the uniform specified by the EXDIR.

(2) Assistant Deputy Chief of Staff for Training-West must receive all requests to visit BCTP exercise rotation events NLT 60 days prior to the start of the proposed visit. Include identification of personnel, purpose of visit, and verification of visiting personnel security clearance (when scenarios are classified). ADCST-W will provide a decision on the visit NLT 30 days prior to the proposed start date of the visit.

d. Foreign nationals must submit an official visit

request through their embassy, to HQDA, ATTN: DAMI-PC, 400 Army Pentagon, Washington, DC 20310-0400, unless they are previously accredited as a liaison or exchange officer.

Chapter 4
BCTP Command and Control

4-1. Task organization.

a. Figure 4-1 depicts how BCTP task organizes to execute a division/corps exercise. The BCTP CDR, in addition to overall responsibility for delivering the exercise to the training unit, supervises the OPSGP operations officer in controlling the organization and functions of the BSC. The OPSGP CDR is responsible for the OCs and the AAR process. The WCOPFOR CDR, a neutral participant, coordinates the OPFOR's plan with the EXDIR to facilitate achievement of the training objectives. The NSC provides general support as discussed in paragraph 2-7. The BCTP authorizes direct coordination between BCTP HQ, its operations groups, the EXDIR's HQ and subordinate divisions, corps, and ARNG brigades following approval of the official BCTP schedules. However, changes to the official BCTP schedule require the approval of the BCTP CDR.

b. Figure 4-2 depicts the BCTP division/corps exercise operations organization to execute a WFX. Beginning at STARTEX H-hour minus 24 hours, the OPSGP operations officer is responsible to the BCTP CDR for tracking all operations; supervising administration, communications, audiovisual support, and exercise control activities; setting up the AAR site; and coordinating with WCOPFOR (Forward).

Figure 4-1. Division/corps exercise organization
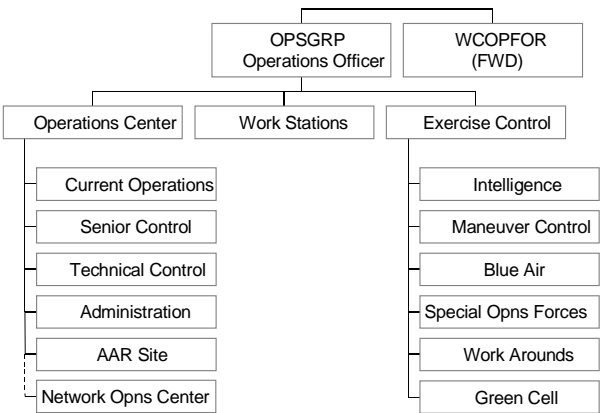
Figure 4-2. Division/corps exercise operation

c. Operations Group C task organizes to execute a BWFX as depicted in figure 4-3. In addition to overall responsibility for delivering the exercise to the training unit, COG-C supervises the Chief, Operations Division in controlling the organization and functions of the BSC and is also responsible for the OT and AAR process. The Chief, OPFOR Division, a neutral participant, coordinates the OPFOR's plan with COG-C and the EXDIR to facilitate achievement of the training objectives.

Figure 4-3. Brigade exercise operation

4-2. Observed areas.

a. See figure E-2 for OC observed areas for a corps exercise.

(1) Corps Main – Command and Control (C2), Army Airspace Command and Control (A2C2), Fire Support (FS), Aviation, Intelligence, SOF, U.S. Air Force (USAF).

(2) Corps Tactical Command Post – Maneuver, Intelligence.
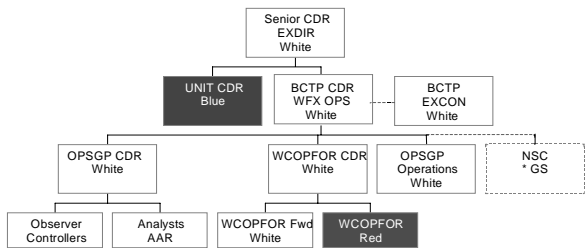
White: Personnel with access to ground truth for the entire exercise to ensure all exercise training objectives are met
Blue: Training unit
Red: Competitive WCOPFOR

(3) Corps Rear – Combat Service Support (CSS), Military Police (MP), Adjutant General (AG), Civil Affairs (CA).

(4) Major Subordinate Commands (MSCs) – Corps Support Command (COSCOM) (Corps Support Groups/medical/personnel/finance), Corps Artillery, Field Artillery (FA) BDE, 2 each DIVs, Aviation BDE, Engineer BDE (Corps), Armored Cavalry Regiment (ACR), Military Intelligence (MI) BDE, Air Defense (AD) BDE, MP BDE, Chemical (CML) BDE.

(5) Special interest areas also referred to as "roving" - Chief Observer Controller (CHOC), Doctrinal subject matter expert (SME), CML, Public Affairs Office (PAO), Battle Staff NCOs, Operational Law (OPLAW), Chaplain, IO.

b. See figure G-2 for OC observed areas for a division exercise.

(1) Division Main - C2, A2C2, FS, Aviation, Intelligence, Special Forces, USAF.

(2) Division Tactical Command Post - Maneuver, Intelligence.

(3) Division Rear – Rear Operations Center, CSS, Medical Evacuation PSYOP, AG, CA, MP.

(4) Major Subordinate Commands – Division Support Command (DISCOM) (Main Support Battalion (BN), Forward Support BNs, Aviation Support BN, Medical BN), Division Artillery (with radars), Corps Reinforcing FA BDE(s), 3x maneuver BDEs, DIV Aviation BDE, Engineer BDE or BN, DIV Cavalry Squad, MI BN, AD BN, Signal BN.

(5) Special interest areas also referred to as "roving" - CHOC, Doctrinal SME, MP, CML, PAO, Battle Staff NCOs, OPLAW, Chaplain, IO, PSYOP, CA.

c. See table H-2 for OC observed areas for a BWFX.

(1) Tactical Operations Center (TOC) - Maneuver, C2, FS, Intelligence, Mobility Survivability (MS), AD, Air Liaison Officer (ALO), NCO.

(2) Tactical (TAC) Command Post - Maneuver, Intelligence, C2.

(3) Rear/Support Battalion (SB) - CSS.

(4) Brigade Task Force/subordinate units - 3x Maneuver BNs, Engineer BN or Company, Direct Support (DS) FA BN, Cavalry Troop, MP Company, MI Company and SB.

(5) Special interest areas also referred to as "roving"- Aviation, FS, Intelligence, AD, CML, CSS, Battle Staff NCOs, MS, Separate Cavalry Troop,

OPLAW, Chaplain, PSYOP, CA (if applicable).

d. Observer trainer observed areas vary with the size and scope of a joint training exercise, depending upon the CINC and ASCC requirements, training audience, and unit's mission. The following areas may be observed:

(1) Army Force/ASCC HQ - J3 Operations C2, J5 Maneuver, J3/5, Fires, J6 Communications-Electronics C2, J2 Intelligence, J3/5 MS, J4 Logistics, Political-Military, CA, Staff Judge Advocate (SJA), PAO, command group, Component/Subordinate Liaison Officers (LNOs).

(2) Component HQ representatives.

(3) Key joint missions/functions/responsibilities (for example, Joint Rear Area Coordinator (JRAC), Army Air/Missile Defense Commander (AAMDC)).

(4) Joint Psychological Operations Task Force (JPOTF) - PSYOP.

(5) Joint Task Force Rear - J4 Logistics support and movement, J1 Personnel, Legal, J5 Force Protection.

(6) Special interest areas also referred to as "roving" – Signal, Aviation, SOF, IO, AD, MS, MSC, Space, Transportation Corps, Battle Staff NCOs, Chaplain.

Chapter 5
World Class Opposing Force (WCOPFOR)

5-1. Structure and organization.

a. Figure 5-1 depicts the WCOPFOR organization.

b. OPSGP C has its own organic OPFOR Division (see figure 4-3).

WCOPFOR ORGANIZATION
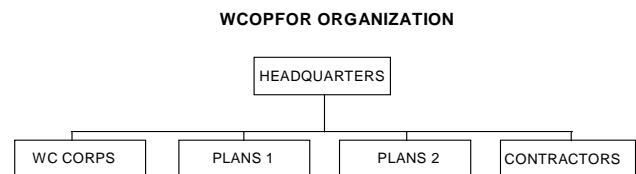
c. Figure 5-1. BCTP WCOPFOR structure/organization

c. The WCOPFOR provides a freethinking, adaptive, capabilities-based force to act as an opposing force during active component division/corps and ARNG division seminars and WFXs. The WCOPFOR is a realistic and flexible force representing the COE rather than the capabilities of any specific country. It constitutes a

baseline for training U.S. forces in lieu of a specific threat, throughout the spectrum of operations. The WCOPFOR incorporates TRADOC-approved doctrine, tactics, organization, and equipment found in the soon to be published Field Manual (FM) 7-100 series manuals, applicable TRADOC regulations, and the <u>TRADOC Worldwide Equipment Guide (WEG)</u>. The WCOPFOR uses a flexible task organization of the OB prepared by the TRADOC DCSINT. The task organization reflects COE, the unit's training objectives, and the terrain selected for the exercise. The precise task organization is developed based on unit training objectives and an analysis of the terrain box. The road to war is developed at the CDC in coordination with the WCOPFOR. The WCOPFOR task organizes as a result of the road to war, analysis of the area of operation, and unit training objectives. This procedure minimizes potential exercise design flaws that may contribute to problems in the coherence of the scenario. The specific task organization is provided to the unit through the intelligence exchange process.

5-2. Functions.

a. The WCOPFOR commander provides guidance to a plans team and the World Class OPFOR division in preparation for and during exercises. The commander goes forward during exercises as part of the "White Cell," which provides recommendations to the EXDIR to ensure training objectives and rigor are met and the EXDIR's guidance for the WCOPFOR division is implemented.

b. The plans teams attend IPCs, Concept Development Conference, and seminars in preparation for exercises. In coordination with the WCOPFOR commander, the team acts as a higher HQ staff during exercises. This team is part of the "White Cell" and turns the guidance from the WCOPFOR commander into tactical orders for the WCOPFOR division. Its purpose is to set the conditions to ensure the unit's specified training objectives are met by ensuring flank fidelity, monitoring the fight, orchestrating events with the Green Cell, coordinating with EXCON, and providing guidance to the WCOPFOR division.

c. The WCOPFOR division conducts WFX operations from the NSC at Fort Leavenworth, Kansas. The WCOPFOR division fights competitively IAW BCTP rules and TRADOC approved tactics, techniques, and procedures in order to win. The WCOPFOR division commander and staff fight from CPs, experiencing the same friction, fog, and restrictions as the exercise units.

d. During seminars, the WCOPFOR conducts OPFOR Workshops. Opposing Forces Workshops are coordinated during the IPC.

e. Mobile Training Teams (MTTs). The WCOPFOR is available, schedule permitting, to conduct MTTs at a unit's home station. Units must request the MTT and will fund all temporary duty costs. The following restrictions apply during MTTs:

· No discussion of an area of operation that is designated for a unit's warfighter.

· No discussion of any scenario that relates to the training unit's future warfighter.

· No discussion of any subjects that are directly related to the training unit's future warfighter.

Requesting an MTT is accomplished by written request through BCTP Headquarters to the Commander, WCOPFOR, identifying proposed dates for MTT, training objectives or workshops requested, and funding data.

f. During BWFX, the WCOPFOR operates from a work cell in the BSC. The Chief, OPFOR Division, directs it with guidance from COG OPSGP C.

g. Opposing forces for JTF exercises are normally provided by the EXDIR, MACOM CDR, or CINC. The WCOPFOR may provide OPSGP D a SME to determine doctrinal validity.

Chapter 6
Simulations, Models, and Army Battle Command Systems

6-1. Overview. The BCTP uses a number of legacy models and simulations to drive WFXs. The BCTP uses constructive aggregate simulations with large-scaled, complex computer-driven models to train leaders and staffs at the BDE, DIV, and corps levels. Orders and instructions from commanders and staffs are transferred to the simulation for execution, which then produces battlefield outputs that form the basis for additional command and staff inputs. Capabilities in each simulation to archive and play back data, provide immediate feedback to the training audience.

6-2. Standard simulations and models used in BCTP. The BCTP uses models and simulations belonging to the Army Family of Simulations (FAMSIM) to support exercise requirements for battlefield outputs and situational data. The Army FAMSIM consists of a proponent-approved group of simulations for training unit commanders, battle staffs, CPs and HQ in CPXs, as well as leader development training simulations. The models and simulations listed here are proven to provide the stability and robustness required. They provide the rigor and fidelity across all BOS areas necessary to fulfill the BCTP mission of training leaders and staffs. They are sufficiently adaptable and flexible to sustain a prolonged exercise. The BCTP uses five of the fielded simulations in FAMSIM: BBS, Corps Battle Simulation (CBS), Tactical Simulation (TACSIM), Combat Service Support Training Simulation System (CSSTSS) (Corps level exercises only), and JANUS (Brigade Seminar only).

a. Brigade WFXs (Operations Group C):

- BBS
-

BCTP Intelligence Collection Model (BICM)
           - JANUS (decision support exercise in brigade seminars)
           - Digital Battlefield Sustainment Trainer during SBCT exercises

  b. Division and Corps WFXs (Operations Groups A and B):

           - CBS
           - TACSIM
           - CSSTSS
           - BICM
           - Multiple Unified Simulation Environment Joint
           Surveillance Target Acquisition Radar System Work
           Station

  c. Automated AAR tools:

           - ARCHER
           - Data Collection, Analysis, and Review System (DCARS)

  d. No other models and simulations will be used in a BCTP WFX without the approval of the BCTP Commander. See appendix Q for use of digital C2 systems.

  e. BCTP will review and has approval over all model and simulation databases used in WFXs.

6-3. **Simulation operations at the WFX site**. It is the responsibility of the BCTP to deliver the simulation to the exercise. The NSC assists and supports BCTP in this effort. The BCTP is the sole authority for control of the simulation and/or federation of simulations used in the exercise, whether at the WFX site or at a remote location.

6-4. Rules and workarounds. The BCTP will publish a set of rules and workarounds for each exercise. Rules govern activity inside the Battle Simulation Center. Workarounds are used in conjunction with the models and simulations to add fidelity or realism to the battlefield outcomes provided. Only the rules and workarounds approved and published by BCTP will be used.

6-5. Digital data and information collection. Where components of the Army Battle Command System (ABCS) are present in a BDE, DIV or corps WFX, BCTP uses the DCARS. The DCARS gives BCTP analysts and OCs the capability to electronically monitor and harvest C2 information present in the five Army Tactical Command and Control Systems (ATCCS).

  a. DCARS, a Multi-Function Data Collector (MFDC), is placed in each key TOC. The MFDC is physically located with and tied into each TOC's tactical local area network (LAN).

  b. Because software must be added to individual ATCCS boxes to accommodate DCARS, the BCTP staff will conduct early coordination with unit G6s.

Appendix A
References

Section I
Required Publications

Joint Pub 3-0
Doctrine for Joint Operations

AR 350-50
Combat Training Center Program

FM 27-100
Legal Support to Operations

FORSCOM Reg 350-4
Army Relationships

TRADOC Reg 614-11
Tasking Individual Support Procedures for Active Component (AC) Installations and Activities

CAC Reg 210-2
Details and Taskings

Section II
Related Publications

Joint Pub 1-02
DoD Dictionary of Military and Associated Terms

AR 350-2
Opposing Force Program

AR 350-28
Army Exercises

FM 25-100
Training the Force

FM 25-101
Battle Focused Training

TRADOC Reg 350-70
Systems Approach to Training Management, Processes, and Products

BCTP WFX Exercise Director's Guide (Available from BCTP, 400 Kearney Avenue, Ft Leavenworth, KS 66027-1306

TRADOC Worldwide Equipment Guide (WEG) (Available from TRADOC DCSINT, Threat Support Directorate, Fort Leavenworth, KS) (http://leav-www.army.mil/threats/products/products.htm)

Appendix B
Corps and Division Warfighter Training Rotations (OPSGPs A, B)

B-1. Corps/division rotation overview. A BCTP corps/division rotation for active component units consists of eight elements. These events, conducted sequentially, are Site Survey, IPC, CDC, Exercise Design Back-brief, Deployment Seminar, Battle Command Seminar, WFX, and THP (or PSP). Reserve component units will follow the same rotational model except deployment training will be omitted. Rotation timelines are provided in table B-1.

Table B-1
Rotation timelines for AC Div, Corps and ARNG Div OPSGPs A, B

Type Unit	Site Survey/ IPC	Concept Development Conference	Exercise Design Back-brief	Deployment Seminar	Battle Command Seminar	Exercise, CPX, or BWFX	THP, PSP or FER
AC Exercise	Exercise 305-355 Days	Exercise-300	Exercise-190 Days	Exercise-195/210	Exercise-180 Days	Exercise to Exercise +5 Days (DIV) or +7 Days (Corps)	FER-Exercise +30 Days
ARNG Exercise	Exercise -545 Days	Exercise-500	Exercise-420/470 Days	N/A	Exercise-320 Days	Exercise to Exercise+ 5 Days	FER-Exercise +30 Days PSP Exercise +45 Days

B-2. Site survey.

a. The BCTP conducts a site survey for all proposed exercise locations to ensure the unit's facilities are adequate to support the exercise. The site survey and the IPC are usually conducted sequentially, with the site survey conducted first, followed by the IPC. Based on the size of the exercise and location, BCTP looks at proposed facilities for available area adequacy based on security/access control, power and environmental requirements, proximity to AAR room, and OC workspace. Data gathered at the site survey and the IPC are used to prepare a BLUFOR SCP. Key unit personnel attending the site survey are representatives from Directorate of Plans, Training, Mobilization and Security (DPTMSEC), Directorate of Public Works (DPW), unit signal officer, Directorate of Information Management (DOIM), comptroller, training unit project officer, and BSC director (if applicable). In addition to the BCTP military exercise POC, the BCTP contractor personnel (exercise lead planner/POC, Communications Technician, and Lead Technical Support Chief) are represented at the site survey.

b. The SCP outlines BCTP requirements for executing an exercise. The BCTP prepares and furnishes the SCP for implementation to the EXDIR NLT W-120 for AC and W-200 for ARNG rotations. The SCP defines:

(1) Personnel requirements.

(2) Equipment requirements.

(3) Tactical transportation requirements.

(4) Personnel training schedule.

(5) Battle Simulation Center design.

(6) Tactical and administrative communication requirements.

c. The BCTP requires blueprints or facility floor plans, electrical power capacity, and the number of participating training and higher HQ units.

B-3. Initial Planning Conference. The IPC is a planning conference establishing the framework for the Deployment Seminar and the Battle Command Seminar and begins the planning process for the exercise. It should occur at the training unit's location to allow a concurrent site survey. The IPC establishes the framework for the Deployment Seminar at home station and the Battle Command Seminar at Fort Leavenworth. The BCTP representatives at the IPC include COG, operations officer, G3 OC, selected OCs, selected contractor personnel, operations NCO, Land Information Warfare Activity red team representative, and the WCOPFOR representative. Table B-2 delineates responsibilities for the IPC. Unit deliverables to BCTP can be either paper copies or floppy disk in Microsoft Office format. Major IPC discussion topics include:

a. BCTP overview briefing.

b. Exercise unit organization, training status, potential detractors, and force modernization (seminar and exercise).

c. Seminar location for both the Deployment Seminar and the Battle Command Seminar.

d. Battle Simulation Center facilities.

e. Area of operations (seminar and exercise).

f. Training objectives (seminar and exercise).

g. Milestones as listed in appendixes J and K.

h. Workshops. BCTP provides a menu of mandatory and elective workshops at the IPC to support the commander's training objectives. There are five or six mandatory workshops presented at every Battle Command Seminar, based on directives from TRADOC. These workshops are determined by the BCTP commander and negotiated at the IPC, based on the unit's training objectives.

i. Additional items that may be included in the IPC are preliminary discussions on personnel augmentation requirements and/or training center WFX support (expendable supply procurement procedures, Training Support Center coordination requirements, billeting, communications).

Table B-2
Initial Planning Conference information requirements

Unit responsibility	BCTP responsibility	Remarks
Unit deployment SOP	BSF facilities	
	Workshop menu	List of mandatory & optional workshops
	Seminar milestones	
Force packages or normal unit deployment formations		
Automated Unit Equipment list		Level 4 detail
Unit Tactical Standard Operating Procedures (TACSOP)		
Higher HQ TACSOP		
Exercise seminar training objectives		Include geographic location desired for area of operations and OPFOR
Exercise support relationships		Include maintenance, medical support, and supply
Unit MTOE		Include complete personnel/equipment recap & subunit breakouts. MTOE should reflect modernization changes which will occur during CDR's tenure
Task organization		Include all attachments, S-BDE, ARNG, reinforcement FA BDEs, etc.
Exercise unit METL		1 copy

B-4. Concept Development Conference. This event is designed solely for the EXDIR. BCTP EXCON, along with the responsible OPSGP COG, conducts this event at the EXDIR's home station. The CDC is the venue for the EXDIR to issue guidance for the conduct of the WFX. The conference begins with a brief from EXCON on the provisions of this Exercise Director's Guide. Then, the EXDIR gives BCTP the METL and approved training objectives for the training unit, and alerts BCTP to any changes to the STL (see app E) for the WFX. Finally, the EXDIR selects the piece of ground from the edited terrain database menu on which the WFX will occur, and gives any guidance for the deployment exercise, operational and tactical fights to be built into the WFX scenario. This conference is followed up by publication of the EXDIR Planning Guidance, which is a synopsis of the conference. BCTP prepares this document which provides guidance to both the EXDIR and BCTP staff for planning and executing the deployment exercise and the WFX. This document is also provided to the SRO. The EXDIR must provide:

· Approved unit training objectives

· The EXDIR scenario considerations

· Friendly force organization for combat.

B-5. Exercise Design Back-brief.

a. The BCTP COG presents a brief to the EXDIR and the EXDIR's staff covering the WFX scenario and product delivery schedule and guidance issued by the EXDIR. The Exercise Design Back-brief takes place NLT 190 days prior to the exercise for AC, and NLT 420 days for linked seminar/WFX or 325 days for non-linked seminar/WFX ARNG organizations. It sets the foundation for all planning and coordination required for conducting the exercise phase of the BCTP rotation. The training unit will not participate in the Exercise Design Back-brief.

b. At the conclusion of the conference, BCTP will draft the WFX Exercise Directors LOI for the EXDIR to sign. This document directs the planning, coordination, and execution of the exercise. Any subsequent changes to the LOI must be approved by the EXDIR. The LOI establishes, as a minimum, the following:

(1) Opposing Force's, exercise unit CDR's, and EXDIR's intent and concept of operations.

(2) Opposing Force's OB and friendly force organization for combat at STARTEX and any reinforcing forces.

(3) Noncompetitive OPFOR OB and scripted friendly force organization for combat.

(4) Friendly force Time Phased Force Deployment List.

(5) D-Day. The unnamed day on which a particular operation commences or is to commence; when the road to war hostilities begin.

(6) M-Day. The term used to designate the unnamed day on which full mobilization commences or is due to commence; when mobilization begins, if applicable.

(7) C-Day. The unnamed day on which a deployment operation commences or is to commence; when reinforcement begins, if applicable.

(8) Identify available friendly force and OPFOR intelligence collection capabilities (types/numbers in writing) to include echelons above corps (EAC), corps, DIV, and brigade assets to be used.

(9) Overlay with written description by grid coordinates, with boundaries of CZ, to include the higher HQ, the country's involved borders, and sufficient graphical control measures to depict the general trace of Blue and Red forces at STARTEX.

(10) Friendly force and OPFOR locations with unit center of mass from EAC down to division and separate brigade/regiment.

(11) Terrain changes to CBS database.

(12) Exercise weather/time.

(13) Corps/EAC levels of supply, classes II, III, IV, V and VIII (that is, controlled supply rate/required supply rate and theater of operations stockage levels). These should be as close to reality as possible without being classified.

(14) Corps/EAC personnel replacement (number of personnel replacements expected each day).

(15) Specific level of SOF participation to include location of SOF.

(16) Quality/quantity of friendly and OPFOR air, both rotary and fixed wing (STARTEX air situation).

(17) Command, control, and communications node diagram depicting internal and external doctrinal communications.

(18) Start of Exercise strengths for all competitive and noncompetitive units.

(19) Timeline matrix with unit strengths and locations of scripted battle prior to STARTEX.

(20) Exercise unit's exercise training objectives.

(21) Support relationships for maintenance, air and ground, medical and Class III, V, VII, VIII and other (I, II, IV, IX) supplies (that is, who provides Class III support to each corps units).

(22) Engineer effort accomplished prior to STARTEX. The pre-STARTEX engineer efforts must be justifiable, given the road to war and assets available.

(23) Information Operations (IO) effects required to support WFX IO training objectives and pre-STARTEX and STARTEX conditions.

B-6. Deployment Seminar.

a. The Deployment Seminar is a 2-day home-station training event consisting of deployment workshops facilitated by BCTP. External deployment agencies including the Air Force Doctrine Center (AFDC) representing the Air Mobility Command, MTMC, Military Sealift Command, USTRANSCOM, and the JDTC will present responsibilities and capabilities workshops. The DPMO, the Army's proponent for deployment and RSOI, presents a workshop on Joint RSOI. The exercise unit's installation staff and division/corps staff will present workshops on the installation deployment plan and the unit readiness standing operating procedure (RSOP). The Deployment Seminar workshops will familiarize training unit's commanders and staff with the joint and installation deployment processes. The BCTP will present a briefing on the BCTP deployment-training model and facilitate the workshops. At the completion of this training module, the training unit commander and staff will understand the joint deployment process and the unit commander's role. The Deployment Seminar is not applicable for ARNG divisions.

b. The Deployment Seminar team (main effort) consists of the following personnel:

(1) BCTP SRO.

(2) BCTP C2 OC (Officer in Charge (OIC)).

(3) BCTP CSS OC (Deputy OIC).

(4) Air Mobility Command/Air Force Doctrine Center representative.

(5) Military Traffic Management Command representative.

(6) Joint Deployment Training Center representative.

(7) Operations group Deployment Exercise (DEPLOYEX) representative.

(8) Operations Group Lead Exercise Planner/POC.

(9) Support Personnel.

(a) Film/audiovisual crew (five if taped, two if not taped).

(b) Operations group NCOs.

c. Training unit personnel to attend Deployment Seminar training:

(1) Commanding general and primary staff.

(2) Major subordinate commanders.

(3) Battle staff as determined by the training unit chain of command.

(4) Garrison commander and staff.

(5) Director of Plans, Training and Management.

(6) Director of Logistics.

(7) Installation transportation officer.

(8) Deployment control headquarters.

d. Workshop sequence:

(1) Workshop 1. Deployment training overview is presented by BCTP. The BCTP will brief on how deployment training is integrated into the BCTP program. Brief will cover all aspects from this Deployment Seminar to adjudicated deployment data into the WFX. The brief will also describe the execution of the seminar. The BCTP representative will facilitate the seminar to synchronize discussion between the representative organizations.

(2) Workshop 2. Joint deployment doctrine overview presented by JDTC/BCTP.

(3) Workshop 3. The Operational Environment presented by the WCOPFOR, focused on how the OPFOR will interdict unit deployments.

(4) Workshop 4. Air Mobility Command/AFDC.

(5) Workshop 5. Military Traffic Management Command.

(6) Workshop 6. Installation staff will present workshops on the installation deployment plan. This workshop may include the supporting ASG, TSC, and Transportation Movement Control Agency.

(7) Workshop 7. Division staff will present workshops on unit RSOP.

NOTE: Coordination for workshops is critical and will be conducted through the BCTP headquarters and the Operations Group. The exercise unit is responsible for coordination for the installation, ASG, or TSC workshops.

B-7. Corps and division Battle Command Seminars.

a. A 5-day seminar (with integrated deployment training for AC corps and divisions) is conducted at Fort Leavenworth, KS, which assists in building the commander's command and staff team. The seminar provides corps and division commanders an opportunity for team building and focuses on application of Army operations doctrine and command and staff processes. Fort Leavenworth hosts this training event for all AC corps and divisions participating in a BCTP corps/division rotation (with the exception of 2nd Infantry Division, who hosts seminars in Korea due to its unique mission). Both ARNG divisions and BWFX brigades conduct their seminars in the BCTC, adjacent to Fort Leavenworth. Conducting the training away from the unit home station enables the commander to focus efforts on developing warfighting skills away from routine training distracters. The seminar stimulates thinking about doctrine and tactics, deployment planning, promotes insights and discoveries about the complexity of war, and promotes understanding of the commander's battle style and unit SOPs. Units who want to conduct the seminar at their home station must receive an exception to policy from the commander of BCTP. Planning timelines for seminars are in appendixes J and K.

b. Nonstandard seminars. If operational conditions warrant, exercise units may request their seminars in-theater. Units must provide an operational requirement and obligate funds to conduct the seminar at the unit's home station. Units will submit the request in writing to BCTP at the IPC. The request must be supportable within BCTP's schedule and approved by the unit's MACOM commander and CSA. All CONUS or OCONUS nonstandard seminar costs incurred by BCTP are the requesting MACOM/JTF's responsibility (for example, contractor and military personnel per diem, travel, rental cars, and equipment shipping). BCTP discourages nonstandard seminars due to the benefits of training away from home station.

c. The seminar scenario and tactical situation for corps and AC divisions will not be the same as the WFX scenario. The BCTP has responsibility for developing OPLANs for AC seminars. An ARNG division seminar will normally be linked to its WFX; that is, the OPLAN developed for the WFX is the plan used for the seminar. If the seminar is linked to the WFX, the ARNG unit's corps higher HQ is responsible for preparation of the OPLAN used in the seminar and WFX. This order will be issued to the division 30-60 days prior to the seminar. If the seminar and WFX are not linked, the seminar OPLAN is developed by BCTP. The ARNG unit's corps higher HQ has responsibility for developing the OPLAN for the WFX. The corps staff must brief this corps-developed WFX order during the ARNG division's seminar, and copies must be furnished to the National Guard Division during the division's seminar.

(1) Division seminar attendees. The seminar encourages small group dynamics. The key to a successful seminar is to tailor the group and ensure principal decisionmakers participate. The seminar focuses on critical issues of operational objectives, battle planning, allocation of resources, battlefield synchronization, and C2. The BCTP recommends the following personnel participate:

(a) Commanding general.

(b) Assistant division commanders.

(c) Command Sergeant Major (CSM).

(d) Maneuver brigade commanders.

(e) Division artillery (DIVARTY) commander.

(f) Aviation brigade commander.

(g) Division support command commander.

(h) Division engineer.

(i) Division chemical officer.

(j) A corps representative.

(k) Echelons above division field artillery brigade commanders.

(l) Surgeon.

(m) Division provost marshal.

(n) Chief of Staff.

(o) G1.

(p) G2.

(q) G3.

(r) G4.

(s) G5.

(t) USAF ALO.

   (u) Separate battalion commanders.

   (v) SJA.

   (w) Public Affairs Officer.

   (x) Chaplain.

   (y) Supporting CA and PSYOP commanders.

   (z) Information operations coordinator/officer.

   (aa) Division Transportation Officer

   (bb) Logistics Assistance Office

   (2) Division seminar battle staff. To provide support during decision exercises, the exercise unit deploys a reduced battle staff. Battle Staff personnel perform TOC functions including situation updates, staff estimates, course of action development, war gaming, and orders preparation. The BCTP recommends attendance by the following positions:

   (a) G1, plans officer.

   (b) G2, operations or plans officer.

   (c) G3, operations or plans officer.

   (d) G4, plans officer.

   (e) Assistant division fire support coordinator.

   (f) Assistant division engineer.

   (g) Assistant division air defense officer.

   (h) Assistant division aviation officer.

   (i) Assistant division signal officer.

   (j) Assistant division chemical officer.

   (k) Senior staff NCO.

   (l) Operations clerk.

   (m) Operational law judge advocate.

   (n) Deployment training personnel. As a minimum, the Division Transportation Officer/Corps Transportation Officer (CTO) and Installation Deployment Support Staff should attend.

   (3) Corps seminar attendees. The corps seminar differs from the division seminar only in terms of scale. A corps battle staff (maximum of 30 personnel) similar to the division battle staff attends. Additionally, an austere division staff (maximum four personnel) represents each

participating division. The BCTP recommends the following personnel participate:

   (a) Commanding general.

   (b) Deputy commanding general.

   (c) Chief of Staff.

   (d) CSM.

   (e) G1.

   (f) G2.

   (g) G3.

   (h) G4.

   (i) G5.

   (j) USAF ALO.

   (k) Adjutant General.

   (l) MI brigade commander.

   (m) SJA.

   (n) Chaplain.

   (o) Division commanders with their G2, G3, fire support coordinator, and G4.

   (p) COSCOM commander.

   (q) Aviation brigade commander.

   (r) Corps artillery commander.

   (s) Corps engineer.

   (t) Air defense artillery (ADA) brigade commander.

   (u) MP brigade commander.

   (v) Transportation brigade commander.

   (w) Signal brigade commander.

   (x) Armored cavalry regiment commander.

   (y) Separate maneuver brigade commander.

   (z) Medical brigade commander.

   (aa) Supporting CA and PSYOP commanders.

   (bb) PAO.

   (cc) IO officer.

(dd) Special operations coordinator.

(ee) Special operations command and control element commander and one NCO.

(ff) CTO.

(gg) Logistics Assistance Office.

d. The seminar is built around the unit commander, who is the trainer and coach. The seminar assists the commander in achieving the following goals:

(1) Understanding current doctrine and its application.

(2) Improving command and staff teamwork.

(3) Providing a model for further training.

(4) Improving warfighting skills.

(5) Understand current deployment doctrine.

e. The unit commander establishes specific training objectives. At the conclusion of the seminar, the command and staff team should have:

(1) Enhanced staff coordination, decisionmaking and associated C2 procedures.

(2) A common understanding of commander's critical information requirements.

f. Home station preparation.

(1) The BCTP and rotational unit coordinate the area of operations and initial unit mission during the IPC.

(2) The battle staff for AC units arrives at Fort Leavenworth 4 days prior to the seminar. Army National Guard battle staffs should arrive at Fort Leavenworth 2 days prior to the seminar. The BCTP will provide some expendable supplies: markers, paper, pencils, and acetate. The unit provides charts, staff briefing aids, unique staff support products, laptop computers, and printers. Tables B-3 and B-4 provide a brief summary of key Battle Command Seminar activities.

g. Administration.

(1) Transportation.

(a) Fort Leavenworth Executive Services will provide transportation for O9 and above while at Fort Leavenworth, IAW CAC Reg 210-2.

(b) All other transportation requirements are the responsibility of the exercise unit.

(2) Billeting. The BCTP will coordinate billeting

requirements for O6 and above seminar participants. Exercise units provide personnel rosters to BCTP NLT 60 days prior to the seminar.

h. The timelines for seminar activities are provided in tables B-3 through B-4.

Table B-3
Battle Command Seminar activities (AC Corps/DIV)

PERS	THURS	FRI	SAT	SUN	MON-FRI
BCTP	Prep	Issue OPLAN, threat, & decision-making briefs	Support battle & installation staff	Support battle & installation staff	Facilitate workshops/ answer RFIs/provide doctrinal info as required, provide info on exercise prep
Battle Staffs	Arrive	Receive OPLAN, threat, & decision-making briefs TPFDD laydown * Misson analysis	Mission analysis	Mission analysis	Conduct military decisionmaking, participate in workshops, and issue/receive CDR's guidance, conduct CDR's AAR Redeploy
Command Group				Arrive	
Primary Staff				Arrive	
MSC CDRs				Arrive	

* seminars with deployment training

Table B-4
Battle Command Seminar activities (ARNG)

PERS	SAT	SUN	MON-FRI
BCTP	Prep	Issue threat & decisionmaking briefs	Facilitate workshops/answer RFIs/provide doctrinal info as required, provide info on exercise prep
Battle Staffs	Arrive	Receive threat & decisionmaking briefs Mission analysis brief rehearsal	Conduct military decisionmaking, participate in workshops, and issue/receive CDR's guidance, conduct CDR's AAR Redeploy
Command Group		Arrive	
Primary Staff		Arrive	
MSC CDRs		Arrive	

B-8. Warfighter Exercise (WFX).

B-8. Warfighter Exercise (WFX).

a. General.

(1) The Warfighter is the sixth BCTP division/corps rotation event. It is a simulation supported, multi-echelon, fully integrated tactical CPX. Warfighter exercises will not be used to validate unit war plans, but should use full-spectrum COE scenarios that test the full range of a unit's warfighting capabilities. Many war plans do not present a threat or scenario that offers a rigorous/stressful exercise of the full spectrum of operations required by CSA guidance. The deployment exercise is driven by the exercise higher HQ and is not a simulation-supported event. The AC unit's higher HQ has responsibility for developing the OPLAN for the AC unit's WFX. The BCTP does not provide Training Assessment Management System (TAMS) evaluations, or provide direct input comments to TAMS evaluation. The higher HQ may not use the BCTP WFX as the TAMS producing annual event.

(2) Each exercise runs 24 hours a day from STARTEX to End of Exercise (ENDEX). Division exercises are 5 days and corps exercises are 7 days in length. The BCTP conducts two formal AARs per exercise. The only exception is the annual CGSC PW exercise each spring at Fort Leavenworth. Prairie Warrior exercises run 12 hours each day. Appendixes E, F, and G have specific information pertaining to corps and DIV WFXs respectively (see figure B-1 for the BCTP standard WFX model). Exercise scenarios are

unclassified; however, many Chairman Joint Chiefs of Staff-directed exercises and contingency operations are classified and considered on a case-by-case basis. The BCTP approval for a classified exercise is determined at the IPC.

(3) The OPSGP is responsible for the exercise schedules and coordinates all planning activities IAW the milestones in appendixes J through M.

(4) The BCTP develops scenarios, OPFOR OB (based on DCSINT-approved enemy force structure and capabilities), and the specific exercise conditions for each warfighter for approval by the EXDIR. The training unit does not fight as the main effort during exercises. This ensures the training unit receives realistic prioritization of support from the higher HQ. The higher HQ allocates support as if all of its units are in the theater of operation. The higher HQ is further constrained by the portrayal of the WFX theater as a secondary theater of war.

(5) The BCTP integrates IO and SOF and their role into all scenarios. Special Operating Forces includes special forces, civil affairs, PYSOP, ranger and special operations aviation units. Information Operations includes operations security, deception, PSYOP, electronic warfare, physical destruction of C4I targets, public affairs, and civil affairs.

(6) Division and corps training units are encouraged to include a light/heavy or heavy/light mix in their troop list.

(7) The exercise unit and its MSC CPs (outlined in apps E, F, or G, as appropriate) will displace to alternate field sites as required by the tactical situation. All CPs will displace at least once during the WFX. For Army National Guard WFXs conducted at the BCTC, division CPs will not physically displace.

(8) Command Posts for MSCs or separate battalions and nonorganic units that participate in the competitive zone (CZ) will deploy to field sites and have representation in the BSC.

(9) The EXDIR HQ establishes a coordination facility outside the BSC to conduct liaison with field command post personnel without BSC access.

(10) The goal for ARNG Separate Brigades is to participate in their higher division or corps level exercises by direction of the FORSCOM CDR.

(11) After Action Report/Final Exercise Report (FER).

(a) The senior OC for each HQ, BOS, and SME schedule a minimum of two informal (counterpart) AARs for each tactical operation ICW the appropriate commander and staff. The WCOPFOR portion of the AAR provides the training unit the OPFOR CDR's perspective of the battle as it progressed. The BCTP,

ICW the EXDIR, schedules formal AARs for the unit. Attendees at the formal AAR are normally the EXDIR, the EXDIR's primary staff, the training unit commander and staff, ALO, CSM, MSC commanders and all separate battalion/brigade or company commanders, as applicable. The BCTP reserves seats for the BCTP CDR, senior observers, the WCOPFOR CDR, BCTP sergeant major (SGM) and very important persons (VIPs) cleared by the EXDIR. The AAR overflow provides a direct audio/video feed. The BCTP provides copies of the AAR tapes to the exercise commander as part of the FER.

(b) All primary OCs conduct a minimum of two counterpart AARs with their observed unit/staff sections.

(c) The BCTP prepares a FER based on its observations. The unit receives the FER NLT 30 days after the ENDEX (ARNG divisions also receive a PSP NLT 45 days after ENDEX). Additionally, BCTP provides a copy of the FER to the Center for Army Lessons Learned (CALL). The CALL incorporates salient information into the CALL database, and limits access to that data to meet the needs of the Army for research and study.

(d) The BCTP and CALL are the only agencies authorized to publish reports and lessons learned from specific exercises. Products from AARs and the FER are regarded as property of the unit. BCTP will not release AAR/FER products.

b. Exercises are held for both divisions and corps. The major participants and their roles include:

(1) Warfighter unit commander and staff - primary training audience.

(2) Major subordinate command commanders/ separate commanders and staff - secondary training audience.

(3) The EXDIR is the primary exercise trainer, approving training objectives, scenario, flank operations, and orders. During the exercise, the EXDIR coaches and mentors rotational unit commanders. The EXDIR receives a prebriefing on the substance of the AAR, provides the AAR's introduction and closing remarks, and participates substantially in the discussion.
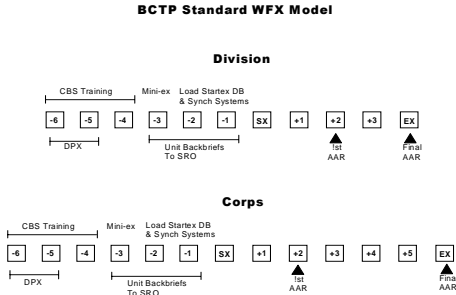

Figure B-1. BCTP standard WFX model

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(4) The BCTP provides the following technical mechanism for conducting a CTC rotation:

  (a) A dedicated, doctrinally proficient OPSGP containing impartial OC/OTs.

  (b) A dedicated, realistic, doctrinally correct, capabilities-based OPFOR.

  (c) A training simulation that adequately portrays combat functions and results, and a system of instrumentation designed to unobtrusively collect and record battle events for replay and analysis.

B-9. Take-Home Package for corps and divisions.

  a. The THP consists of a FER and copies of videotapes and a compact disk-read only memory (CD-ROM) of slides from the formal AARs, selected briefings that occurred during the exercise, and a paper copy of the WCOPFOR portion of the rotational unit's AAR. The exercise unit receives the THP NLT 30 days following the exercise, followed within 2 weeks by a written, in-depth analysis of the exercise by BOS. Army Force/ASCC FERs do not include videotapes.

  b. The FER is a final written product from the OCs based on their observations throughout the exercise and is delivered to the unit on a CD-ROM. The FER identifies strengths and weaknesses of the unit during the exercise.

  c. Only ARNG units receive Proficiency Sustainment Packages. The OPSGP normally ships the PSPs to a unit NLT 45 days after completion of the exercise. The OPSGP will select two to three actual vignettes from the exercise and develop these situations into a training package, complete with scenarios, reports, orders, and implementing instructions, for the exercise unit. The PSP serves as the basis for either seminar or CPX sustainment training. The BCTP does not provide personnel to observe or to assist in the conduct of the rotational unit's sustainment exercises. Additionally, the rotational unit should review the AAR tapes and consider the current situation of commanders and staffs to tailor the PSP to its training need.

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Appendix C
Brigade Command and Battle Staff Training Rotations (OPSGP C)

C-1. Initial Planning Conference. The planning conference and site survey occur at the unit location. These events are the basis for all future coordination in support of the rotation and identify facility and equipment requirements to support the BWFX. The BCTP invites the exercise unit's higher HQ to send a representative. The exercise unit should arrange for attendance by its commander, executive officer, and primary staff, and its training facility or installation technical support personnel. The end result of the planning conference and site survey is a MOA detailing objectives, requirements, roles, and responsibilities for the BWFX rotation.

  a. At the planning conference, the exercise unit discusses:

  (1) Unit tactical SOP.

  (2) Higher HQ tactical SOP.

  (3) Unit MTOE (complete to include personnel and equipment recapitulations and subunit breakouts). Modified tables of organization and equipment should reflect modernization changes that will occur during the commander's tenure, and which of these changes the commander desires to employ for the rotation.

  (4) Exercise unit seminar and exercise training objectives.

  (5) Exercise unit METL.

  (6) Exercise unit support relationships for maintenance, medical support, and supply.

  b. Major topics addressed by BCTP include:

  (1) Overview briefing.

  (2) Exercise unit organization, training status, potential detractors and force modernization.

  (3) Seminar and BWFX locations.

  (4) Simulation center facilities.

  (5) Brigade Warfighter Exercise area of operations.

  (6) Training objectives.

  (7) Seminar preparatory course requirements.

  (8) Seminar requirements.

  (9) Personnel augmentation requirements.

  (10) Installation and/or training center BWFX support (Self-Service Supply Center, training support center, billeting, and communications).

  (11) Milestones.

  (12) Unresolved issues and suspenses for resolution.

  c. The site survey results in identification of BCTP's work space, security, communications, electrical power, air conditioning, lighting, billeting, training aids, audiovisual, office supply, and office machine requirements for the BWFX. Action officers from the exercise unit's staff, installation, or training center receive these and execute the arrangements per the agreed upon milestones, ICW BCTP project officers.

C-2. Start of Exercise Conference. The STARTEX Conference is normally not required for OPSGP C rotations, and is conducted by exception with the approval of the COG OPSGP C. If a STARTEX Conference is to be conducted, the BCTP OPSGP C coordinates the location and date with the exercise unit and informs the EXDIR HQ. Attendees include the COG OPSGP C, EXDIR HQ representative, brigade commander and staff, state plans operations and training officer, and United States Property and Fiscal Officer. The STARTEX Conference establishes the relationship between the COG OPSGP C, commander exercise unit, and the EXDIR.

a. The exercise unit must provide (if not provided at the IPC):

(1) Unit tactical SOP.

(2) Training objectives.

(3) Unit MTOE (complete to include personnel and equipment recapitulations and subunit breakouts). The higher HQ provides the higher HQ unit troop list. Modified tables of organization and equipment should reflect modernization changes, which occur during the BWFX period. MTOE issues will be resolved at the seminar.

(4) Emphasized missions.

(5) Unit METL.

(6) Organic and attached unit SOPs.

(7) Theater of operations.

(8) Name and nickname of unit leadership.

(9) List of seminar preparatory course attendees (should be the same as seminar attendees).

(10) List of seminar attendees.

b. Requirements. The signed MOA covers, as a minimum:

(1) Training objectives.

(2) Missions that support METL.

(3) Location of BWFX.

(4) Unit force structure.

(5) Requested workshop for the seminar.

(6) Theater of operations.

(7) Priority of rotation training.

(8) Funding requirements and shortfalls.

(9) Seminar and BWFX overview.

(10) Administrative support for seminar and BWFX for 2nd Infantry Division rotations including vehicle support.

C-3. Battle Command Seminar Preparatory Course. A required element in the BCBST rotation, the web-based seminar preparatory course provides the basic knowledge for individual commanders and members of their staffs to begin the collective application of the military decisionmaking process. Commanders and their staffs will have between 6 to 9 months to complete the course, based on duty positions, prior to attending the seminar.

C-4. Battle Command Seminar. The seminar provides brigade commanders an opportunity for team building with their battalion commanders and the staffs. The focus is on application of Army Operations Doctrine, command and staff processes, and the military decisionmaking processes. OPSGP C also conducts a MTT with the mission to conduct battlefield visualization and synchronization workshops for the brigade staff. A 5-day event held at the BCTC, the seminar features workshops presented by the BCTP OCs/OTs and a simulation supported (JANUS) tactical exercise with supporting maneuver battalions.

a. As a minimum, the personnel listed in table C-1 should complete the seminar preparatory course and attend the seminar. It is imperative that representatives from all the brigade's habitually supporting elements attend the seminar.

Table C-1. Brigade command and battle staff training Battle Command

Brigade Headquarters	Maneuver BNs	DS Field Artillery	Engineer BN/Co	Support BN
Commander	Commander	Commander	Commander	Commander
Deputy Commander	Executive Officer	Executive Officer	S2	Executive Officer
CSM	S1	S2	S2 NCO	S2
Executive Officer	S2 / S2 NCO	S2 NCO	S3	Support Ops/ BMMC Officer
S1	S3	S3	S3 NCO	Support Ops/ BMMC NCO
S1 NCO	S3 NCO	Asst S3	S4	S3
S2	S3 Air	S3 NCO		S3 NCO
Tactical Intel Officer	S4	S4		S4
S2 NCO	Fire Support Officer	Fire Direction Officer		Medical Ops Officer/NCO
Intel Specialist x 2	Engineer			
S3	ADAO			
Asst S3				
Operations SGM				
Fire Support Officer				
BDE FSNCO				
ALO				
S4				
S4 NCO				
S5				
Chemical Officer				
ADA Battery Cdr				
BDE Materiel Mgt Center Officer				
BDE Materiel Mgt Center NCO				
S6				
IO Officer				
IO NCO				
Brigade Engineer				
Brigade Engineer NCO				
Cavalry Troop Cdr				
Cavalry Troop 1SG				
MI Company Cdr				
Analysis and Control Element Chief				
Analysis and Control Element NCO				
All Source Analysis System (ASAS) Specialist				
Legal Officer/SJA				
Legal NCO				

b. Higher HQ. The brigade's higher HQ and the supporting training support BN/divisional field training group should also send a representative to the seminar.

c. The brigade commander is the primary trainer with seminar end-state being a complete brigade OPORD with associated graphics and annexes. OPSGP C OTs will crosswalk orders at the end of the seminar and provide the unit feedback and a roadmap of how to complete and synchronize their orders prior to the required delivery date. During the seminar, the OPSGP personnel assist the commander and staff in achieving these goals:

(1) Understanding current doctrine and its application.

(2) Improving command and staff teamwork.

(3) Providing a model for further home station training.

(4) Improving warfighting skills.

d. The BCTP provides the division plans and orders for initiation of the military decisionmaking process, one IDT prior to the CBRC drill weekend. During the IPC, BCTP coordinates the theater of operations, unit training objectives, and initial division mission with the brigade and higher HQ. The order provided will use the forces identified during the IPC. Any deviations to this task organization must be approved before the MTT.

e. Seminars run from Sunday afternoon (approximately 1500) through Friday (1500) of the scheduled week. The training unit can request variances to the seminar at the IPC. An advance party consisting of the brigade intelligence officer (S2), and operational and training officer (S3) representatives should arrive by the Saturday before. Travel day for the brigade main body is Sunday, with departure from Fort Leavenworth NET Friday at approximately 1500. Upon arrival, the battle staff receives an administrative briefing, work areas, and conducts planning for the seminar. The battle staff should plan on bringing everything it may need to prepare, produce, brief, and rehearse an OPORD including automation equipment required to present digital briefings.

f. Administration.

(1) Transportation. The BCTC provides transportation in and around the seminar site. Training units will coordinate for transportation of attending general officers with Fort Leavenworth Executive Services and/or the BCTC staff.

(2) Billeting/mess. The BCTC coordinates billeting and mess requirements for seminar participants.

C-5. **Brigade Warfighter Exercise.** The BWFX is a BBS-driven exercise that focuses on execution of the order produced during the seminar. Held at the brigade's home station or a nearby training facility, the BWFX is a collective training exercise using a scenario based on the unit's METL and tailored to the brigade commander's training objectives. Detailed feedback from the COG OPSGP C, the SRO, and BCTP OTs provides the brigade commander information with which to make training assessments.

a. Exercise scenarios are unclassified. The BWFXs will not be used to validate unit war plans. The BCTP develops and issues the higher HQ OPORD for the BWFX unit. The planning conference provides the forum for BCTP and the brigade to coordinate the mission, troop list, and training objectives for the BWFX.

b. The brigade's parent HQ should provide a division or corps response cell. This cell should come from the active component mentor assigned in FORSCOM Regulation 350-4, when the training unit is an enhanced separate brigade. If the active component HQ cannot participate, then ARNG solicits support from an independent ARNG division HQ. The division response cell should provide the higher echelon guidance, direction, and simulated support that a brigade-sized unit could normally expect to receive. It uses the OPORD developed by BCTP when participating in the exercise. The response cell is not competitive during the BWFX. It is part of the EXCON structure, helping to establish the conditions that enable the training unit to accomplish its training objectives.

c. The BWFX encompasses a weekend MUTA-5 (may be up to MUTA-8 for augmentation personnel) for the exercise unit, plus two preliminary days of workstation training for full-time and additional man-day personnel.

d. The exercise unit and its subordinate CPs (outlined in appendix H) should displace to alternate field sites as required by the tactical situation. Command Posts will remain in close proximity to the BSC to facilitate frequent visits by the senior observer, the COG OPSGPC, and the OTs. The communications architecture between CPs and their BSC representatives will be doctrinal and use MTOE equipment.

e. Workstations in the BSC represent the units controlled by the CPs established for the exercise. Field CP personnel are not authorized direct access to the BSC after STARTEX. The BWFX unit establishes a liaison site in proximity of the BSC to conduct liaison between workstation and field CP personnel.

f. The BCTP provides at least two brigade-level formal AARs during the BWFX (interim and final). The OT for each CP/BOS conducts a minimum of one counterpart AAR prior to the final formal AAR.

C-6. **Take-Home Package for BWFX.**

a. A written FER is provided at the end of the final AAR. An interactive CD-ROM product is delivered one to two months after the exercise and includes several multimedia products, in addition to the FER letter.

b. The BCTP does not provide TAMS evaluations, or

direct input comments to TAMS evaluation. The higher HQ may not use the BCTP WFX as the TAMS producing annual event.

C-7. Observer Trainer Academy (OTA).

a. United States Army Forces Command directs the OTA to train AC OTs dedicated to supporting RC Simulation Brigades. The Training Support Division OT training program is a commander-directed program. The OTA serves as a training tool that brigade commanders can use as part of their certification process.

b. The OTA conducts a comprehensive, hands-on training program in conjunction with a WFX, which can supplement the Training Support Division Commander's OT certification process at home station. The second half of the academy integrates students into a BWFX. The OTA is in session for a period of 5 days, and has a maximum class size of 15 students per course. The first 2 days of instruction focus on exercise design, exercise execution, and the duties and responsibilities of an OT. The second half of the academy integrates students into a BWFX allowing them to observe OPSGP C OTs conduct a BWFX. The OTA can be reached at: Battle Command Training Program, Operations Group C, ATTN: Chief, Observer Trainer Academy, 510 Kearney Avenue, Building 196, Fort Leavenworth, KS 66027-1307.

Appendix D

Army Force, ASCC Training Exercises (OPSGP D)

D-1. Concept Development Conference. The Unified Command or senior Army headquarters sponsors the CDC to establish the overall joint exercise concept. The CDC occurs prior to the IPC to develop the exercise around training audience JMETL, command guidance, and training objectives. The BCTP personnel normally attend this conference.

D-2. Initial Planning Conference/Site Survey.

a. The IPC occurs at the unit location, allowing an exercise site survey to be conducted concurrently. The IPC has extensive BCTP representation. The exercise directing headquarters should allow the pertinent training audience command group and primary staff to attend. A representative from the unit's higher HQ (preferably a CINC HQ) should also attend. It sets the standards for all future coordination in support of the rotation. During the IPC, the exercise unit should provide the following items to the BCTP team:

(1) Appropriate SOPs and Unified Command guidance.

(2) Higher HQ joint standing operating procedures (JSOP).

(3) Training audience force structure/organization (complete to include personnel and equipment recapitulations and subunit breakouts). The higher HQ representative provides the higher HQ force structure/

organization.

(4) Exercise CINC/Joint Force Commander seminar training objectives.

(5) Exercise commander's joint task force JMETL.

(6) Sustainment - Medical and Class III, V, VII, VIII and other (I, II, IV, IX) supplies (that is, who provides Class III support to each divisional unit).

b. The major IPC topics covered include:

(1) Overview briefing.

(2) Exercise unit organization, training status, potential detractors, and force modernization.

(3) Seminar and exercise locations.

(4) Battle Simulation Center facilities.

(5) Joint Operational Area (JOA).

(6) Training objectives.

(7) Seminar requirements.

(8) Personnel augmentation requirements.

(9) Installation and/or training center exercise support (Self-Service Supply Center, training support center, billeting, communications).

(10) Milestones.

c. Site survey.

(1) The BCTP conducts a site survey for all proposed exercise locations. The BCTP assesses proposed facilities for available area adequacy based on security/ access control, power and environmental requirements, proximity to AAR room, and OT workspace.

(2) The BCTP requires blueprints of facility floor plans, electrical power capacity, and the number of training and higher HQ units participating.

(3) Key personnel attending the site survey are representatives (action officers) from DPTMSEC, DPW, unit signal officer/DOIM, training unit project officer, and BSC director (if applicable).

D-3. Army Force/ASCC seminars.

a. The seminar provides the ARFOR/ASCC commander an opportunity for team building and focuses on application of joint and applicable service doctrine/ tactics, techniques, and procedures for command and staff processes at the operational and theater strategic level. The seminar stimulates thinking about joint/ interagency/coalition doctrine, promotes insights about the complexity of joint operations, and promotes

understanding of the command's missions, functions, and tasks inherent in successful planning and execution. All ARFOR/ASCC seminars are held at the training audience location. The planning timelines for joint seminars are in appendix M.

b. Army Force/ASCC Seminar attendees. The seminar encourages group dynamics. The key to a successful seminar is ensuring the principal decisionmakers participate. The seminar focuses on critical operational and theater strategic issues, joint planning, allocation of resources, synchronization of the JOA, and C2 at the operational/theater strategic level. The ARFOR/ASCC battle staff seminar attendees should be a minimum of 40-50 personnel. Additionally, MSC representatives from each MSC should attend. A recommended list of attendees may include:

(1) ARFOR/ASCC/JFLCC or JTF commander (primary training audience oriented).

(2) Deputy commander.

(3) JTF Chief of Staff.

(4) CSM.

(5) J1/G1.

(6) J2/G2.

(7) J3/G3.

(8) J4/G4.

(9) J5/G5.

(10) J6/G6.

(11) J7/G7 Operational Plans.

(12) Joint Force Fires Coordinator.

(13) Judge Advocate General.

(14) Surgeon.

(15) PAO.

(16) Joint Forces Air Component Command commander.

(17) Component representatives.

(18) Joint Special Operations Task Force (JSOTF) commander.

(19) Joint Civil-Military Operations Task Force (JCMOTF) commander.

(20) Joint Psychological Operations Task Force (JPOTF) commander.

(21) Joint functional representatives (that is, JRAC, AAMDC).

(22) Support commander.

(23) Engineer staff officer.

(24) ADA staff officer.

(25) MP staff officer.

(26) Transportation staff officer.

(27) Separate task force commander.

(28) Chaplain.

(29) IO officer.

(30) Selected LNOs.

c. The seminar is built around the primary training audience commander, who is the trainer and coach. The seminar assists the commander in achieving the following goals:

(1) Understanding current joint and service doctrine and its application.

(2) Improving command and staff teamwork.

(3) Providing a model for further training.

(4) Improving warfighting skills.

d. The unit commander establishes specific training objectives. At conclusion, the command and staff team has:

(1) Enhanced staff coordination, decisionmaking and associated C2 procedures.

(2) A common understanding of commander's critical information requirements.

e. When required, BCTP will write a higher HQ campaign plan, OPORD or OPLAN for initiation of the decisionmaking exercises.

f. Home station preparation.

(1) The BCTP and the training unit design the JOA and initial mission during the IPC.

(2) The battle staff for a seminar should be prepared at least 3 days prior to the seminar to receive an operational briefing and higher HQ guidance necessary to begin planning. The battle staff should plan on using charts or staff briefing aids and any unique staff support products.

g. Administration.

(1) Transportation. All transportation requirements are the responsibility of the JTF unit. The BCTP coordinates its own transportation.

(2) Billeting. The BCTP coordinates its own billeting.

D-4. Joint exercise.

a. After Action Review.

(1) During the exercise, BCTP typically conducts one primary AAR with a second AAR contingent on exercise design. The AAR focuses on ARFOR/ASCC responsibilities and the operational tasks assigned for missions in a joint and combined environment.

(2) The BCTP OPSGP D schedules and coordinates all planning activities IAW the milestones listed in appendix M.

(3) Attendees.

(a) The BCTP, ICW the EXDIR, schedules formal AARs for the ARFOR/ASCC Commander. Attendees at the formal AAR will normally be the EXDIR, the EXDIR's primary staff, the training commander and staff, and component commanders. The BCTP reserves seats for SROs, and VIPs cleared by the EXDIR. If required, BCTP establishes an overflow room with direct audio/video feed.

(b) All OTs conduct a minimum of two counterpart AARs with their staff counterpart.

b. Major participants and their roles in the joint exercise are:

(1) ARFOR/ASCC commander and staff - primary training audience.

(2) Component commanders/separate commanders and staff - secondary training audience.

(3) The EXDIR is the primary trainer for the joint exercise, and approves training objectives, scenario, flank operations, and orders. The EXDIR provides the AAR's introduction and closing remarks, and participates substantially in the discussion. The EXDIR receives a prebrief on the substance of the AAR, and during the joint exercise coaches and mentors the training audience commanders.

(4) The BCTP provides a dedicated, doctrinally proficient OPSGP containing impartial OTs.

D-5. Take-Home Package for ARFOR/ASCC.

a. The THP consists of a FER. The BCTP will videotape AARs and selected briefings as required. The joint exercise ARFOR/ASCC receives the FER immediately following the exercise, followed within 30 days by a written, in-depth analysis of the joint exercise by Operational Operating System.

b. The FER is a final written product from the OTs based on their observations throughout the joint exercise. The BCTP provides copies of the AAR tapes to the Joint Force Commander as part of the FER. The FER identifies strengths and weaknesses of the unit during the exercise/training event

Appendix E
Corps Standard Troop List (OPSGPs A and B)

The STL for corps organizations during the exercise portion of BCTP corps rotations is prescribed below. Figure E-1 provides the STL for corps exercises. Figure E-2 shows the corps OC manning model.

E-1. Specific instructions.

a. Corps exercises consist of a 2-day DEPLOYEX, 2 days of back-briefs, followed by 7 days of decisive combat operations, 24 hours per day.

b. It requires both OPSGP A and B and the WCOPFOR, with external augmentation tasked from TRADOC and the rotational unit's MACOM, to conduct a corps exercise.

c. In accordance with AR 350-50, CSA approval is required for more than two divisions to participate competitively in a corps WFX. The MACOM will provide both approval and resourcing (additional AOC personnel and funds) to conduct exercises above the corps STL (figure E-1).

d. Divisional brigades operate subordinate unit TOCs from within the installation BSC. Corps MSCs operate subordinate unit TOCs from field locations.

e. Corps will deploy the following CPs to field locations during a corps WFX:

(1) Corps tactical CP.

(2) Corps main CP.

(3) Corps rear CP.

(4) COSCOM HQ.

f. Each division deploys their CPs to field locations.

g. The corps ACR will deploy their CPs to field locations.

h. The corps artillery will deploy their CPs to field locations.

i. All corps artillery brigades and separate brigades (aviation, ADA, engineer, signal and MI) operating in the CZ will deploy their CPs. Army SOF will operate in the training unit CPs.

j. All corps support groups operating in the CZ will deploy their CPs to field locations.
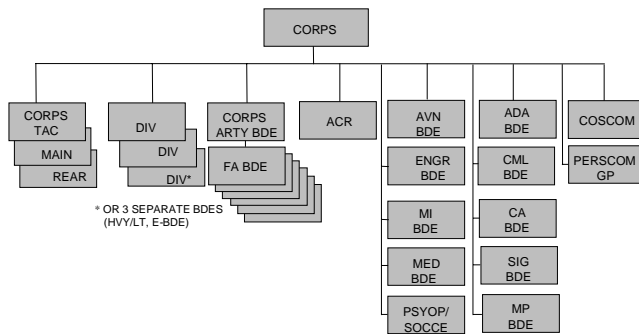
Figure E-1. CORPS rotation standard troop list

CORPS WFX OC STRUCTURE

Total OCs 121
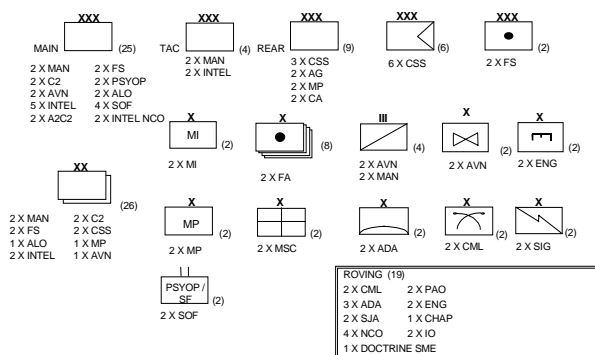
Figure E-2. Corps observer controller manning mod

E-2. Participating units.

a. AR 350-50 identifies units for participation in corps WFX. Included are the corps staff, two divisions, COSCOM, Armored Cavalry regiment, separate brigades and battalions, supporting SOF elements, and ARNG brigade and heavy/light integration. However, approving rotational troop lists are the responsibility of the sponsoring MACOM who must fund the rotation and take into consideration unit operational tempo/personnel tempo. The MACOM commander reserves the right to specify that a subordinate unit conducts a BCTP rotation with fewer units than the number specified in the regulation.

b. Figure E-1 identifies the STL for a corps rotation. Major Army commands resource any cost incurred over the corps STL and provide all additional AOCs over the corps STL.

c. There are no scripted units or events allowed in the CZ. Any force portrayed in the CZ of the simulation must have a CP deployed to the field and be represented by a workstation in the BSC.

d. Brigades from the divisions participating in the exercise occupy and operate out of the BSC during the exercise.

Appendix F
Embedded Standard Troop List (OPSGPs A and B)

The standard troop list for division organizations during the exercise portion of a BCTP-embedded corps exercise is prescribed below.

F-1. Embedded exercises.

a. The corps and division STL (figures E-1 and G-1) combine to provide the STL for an embedded exercise. Figure F-1 provides the STL for embedded rotations, and figure F-2 shows the embedded rotation OC manning model.

b. Embedded exercises consist of a 2-day DEPLOYEX, 2 days of back-briefs, followed by 7 days of decisive combat operations, 24 hours per day.

c. It requires both OPSGPs A and B, with external augmentation tasked through TRADOC, to conduct an embedded corps exercise. The MACOMs will provide AOCs above the corps STL when a division is embedded.

d. The corps will deploy CPs IAW appendix E, paragraph E-1e through i. The embedded division will deploy CPs IAW appendix G, paragraph G-1d through i. Non-embedded divisions of the corps will deploy CPs IAW appendix E, paragraphs E-1d and f.
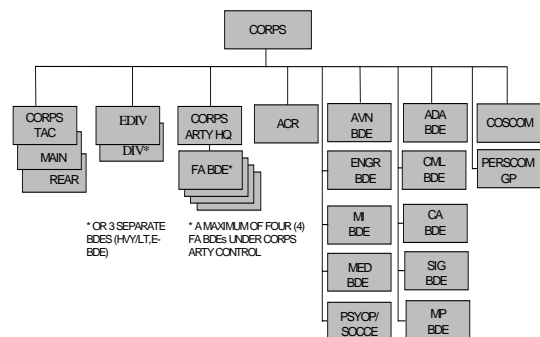
Figure F-1. Embedded rotation standard troop list

EMBEDDED CORPS WFX OC STRUCTURE
Total OCs 152

* SEE DIVISION MANNING, FIGURE G-2

F-2. Embedded exercise restrictions.

a. The BCTP does not have the capability to execute an exercise above the embedded STLs.

b. All other restrictions apply from appendixes E and G.

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Appendix G
Division Standard Troop List (OPSGP A and B)

The STL for division organizations during the exercise portion of BCTP division rotations is prescribed below. Figure G-1 shows the STL for division exercises. Figure G-2 shows the OC manning model for division exercises.

G-1. General information for division exercises.

a. Division exercises consist of a 2-day DEPLOYEX, 2 days of back-briefs, followed by 5 days of decisive combat operations, 24 hours per day.

b. It takes one full OPSGP (A or B), with external augmentation both from TRADOC and the rotational unit's MACOM, to conduct a division exercise.

c. The MACOM will provide both approval and resourcing (additional AOC personnel and funds) for any additional units above the division STL.

d. Divisions will deploy the following CPs to field locations during a division WFX:

   (1) Division tactical CP.

   (2) Division main CP.

   (3) Division rear CP.

   (4) DISCOM HQs.

e. The division's MI, signal and air defense battalions, and engineer battalion/brigade will deploy their TOCs to the field.

f. Maneuver brigades deploy their CPs to field locations.

g. The division cavalry squadron deploys its CPs to field locations.

h. The DIVARTY deploys its CPs to field locations.

i. All corps artillery brigade, ACR, separate brigade, battalion and company CPs that may maneuver within the CZ (aviation, ADA, engineer, signal and MI) deploy TOCs to field locations.

j. All main/forward support battalions operating in the CZ will deploy their CPs to field location.
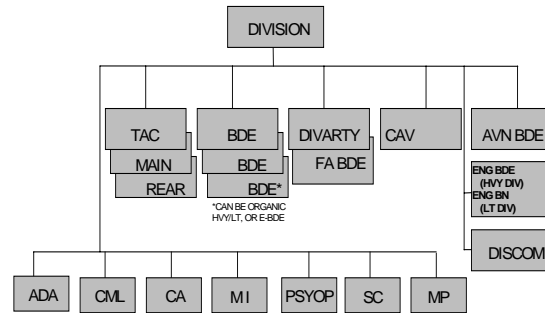
Figure G-1. Division rotation standard troop list
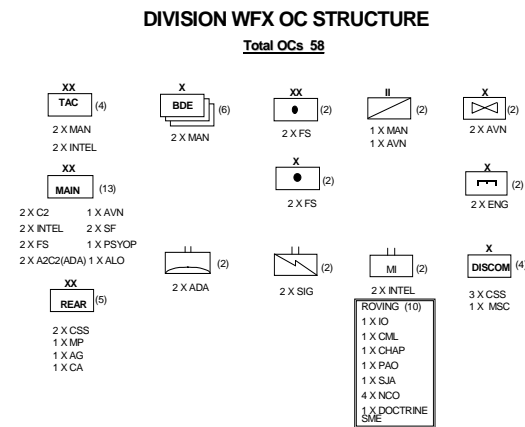
Figure G-2. Division rotation observer controller manning model

G-2. Restrictions for division exercises.

a. Units desiring to exercise more than three ground maneuver brigades must clear the exception to policy with their MACOM commander, ICW BCTP. Major Army commands resource any cost incurred over the division STL and provide all additional AOCs over the division STL.

b. It is a unit responsibility to satisfy the requirements established in AR 350-50 within division STL. It is a goal to incorporate heavy/light, ARNG brigades, and SOF element CPs in division exercises. Corps desiring to forego these requirements must clear the exception to policy with their MACOM commander, ICW BCTP.

c. At the CDC, the corps must determine if corps aviation and artillery units will be employed in the division area. If corps conducts competitive deep operations, then the corps must resource a corps aviation work cell and corps artillery work cell in the BSC to support this competitive play. The CP for corps deep assets will be the corps Deep Operations Coordinations Cell. Otherwise corps deep assets will only operate in the noncompetitive zone with scripted results. Participation of noncompetitive units requires approval by the EXDIR at the STARTEX Conference.

d. Battalions/Task Forces not specifically mentioned in paragraph G-1 would occupy the BSC and operate from that location during the WFX.

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Appendix H
Brigade Standard Troop List (OPSGP C)

The STL for brigade organizations during the exercise portion of BCTP brigade rotations is prescribed below. Figure H-1 provides the STL for brigade exercises. Table H-2 shows the brigade OT manning model.

H-1. General information for brigade exercises.

a. Brigade exercises are 30-36 continuous hours in length.

b. Operations Group C executes all brigade exercises.

c. Brigades will deploy the following elements to field locations during a BWFX:

(1) Brigade tactical CP (if applicable).

(2) Brigade main CP.

(3) Brigade rear CP.

(4) Command Posts of all battalions (FA, maneuver, SB, engineer), separate troops (Cavalry Troop) and associated administrative/logistic centers attached to the brigade for the exercise.

H-2. Restrictions for brigades.
The BCTP can provide OTs for a maximum of three maneuver battalions. Observer trainer coverage of more than three maneuver battalions requires additional augmentation. Augmentee OTs will be requested from the training support brigade supporting the rotational unit. Brigades desiring to exercise more than three maneuver battalions must request an exception to policy through the higher headquarters, CONUSA, NGB, and FORSCOM, with an information copy to BCTP. Participation of additional units may result in the training unit providing funding for additional OTs and additional assets from the contractor support team.
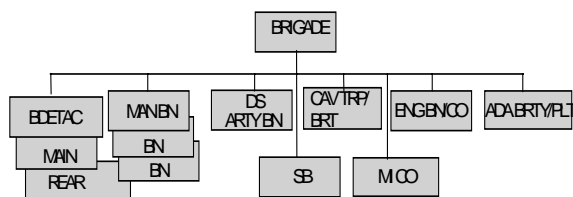
Figure H-1. Brigade rotation standard troop list

Table H-2
Brigade WFX observer trainer manning model

	BDE Main	BDE TAC	Man BN	FA BN	ENG BN	Spt BN	Cav/BDE Recon Troop	Subunits/BSC
SRO	R							
COG	R							
CHOT	X				R			
Intel	X	*	X				R	X
Man	X	*	X				R	X
FS	X	*	X	X			R	R
AD	X		R					
MS	X	*	R	R	X	R		
NBC	X		R					
CSS	R		R			X		X
C2	X				R			
NCO	X				R			

R = Roving
* = OT Coverage as required
ENG = Engineer
CHOT = Chief Observer/Trainer

Appendix I
Joint Exercise Observer Training Package (OPSGP D)

I-1. Joint exercise variances.
All joint exercises are different, based on mission, enemy, terrain, troops and time available (METT-T), and higher HQ guidance. The troop list for JTF exercises varies with the mission of the primary training audience HQ. Figure I-1 shows the joint exercise OT manning model for a large ARFOR exercise. The actual OT package is tailored to the exercise size, scope, and training objectives. Army HQs in a joint exercise may deploy the following elements during an exercise:

a. Main CP.

b. Rear CP.

c. All participating component command CPs of the primary training audience if a JTF (ARFOR, Air Force Forces, Marine Corps forces, Navy forces, JCMOTF, JPOTF, JSOTF).

d. Separate Task Force CPs of the JTF.

I-2. Restrictions for joint exercises.

a. With all possible and required CPs participating, the training HQ may have all joint forces under its control. The BCTP can provide, with routine augmentation due to manning shortfalls, OTs for the ARFOR/ASCC HQ and liaison with the ARFOR/ASCC higher HQ and the JSOTF, ARFOR, Air Force forces, Marine Corps forces, and Navy forces HQ. Complete OT coverage depends on the JTF/JFLCC force structure and usually requires additional augmentation for OPSGP D. The EXDIR HQ will supply augmentee OTs as required.

b. Joint Pub 1-02 defines JTF as a joint force that is constituted and so designed by the Secretary of Defense, a combatant commander, a unified commander, or an existing JTF commander.

(1) Commanders of ARFOR/ASCC/JFLCC/JTF are responsible to the Joint Force Commander establishing authority, and exercising OPCON over assigned forces and normally exercising OPCON over attached forces. Joint Forces Land Component Command and JTF staffs are

normally augmented with representatives from component commanders or the establishing HQ.

(2) Army Force/ASCC operations are normally operational in nature, conducted to achieve operational and theater strategic level objectives in support of the Unified Commander.

(3) The proper authority dissolves an ARFOR/ASCC/ JFLCC/JTF HQ when the purpose for which it was created has been achieved or when it is no longer required.

c. Joint exercises are normally conducted using a simulation confederation, based on the size, scope, and joint force composition. Any force portrayed in the CZ of a simulation should have a CP deployed to the field and be represented by a workstation in the BSC.

d. Operations Group D and BCTP normally do not provide simulation support for the joint exercise. The OPSGP D training focus is on battle command and supporting operational planning and execution processes, rather than tied to simulation results.

Figure I-1. Joint exercise observer trainer manning model

Appendix J
Rotation Milestones for Active Component Divisions/Corps

J-1. Table J-1 provides the milestone guidelines to prepare units for BCTP division/corps rotations. Coordination between the exercise unit, its higher HQ, and the BCTP determines specific dates.

Table J-1
Milestones for BCTP division/corps rotations

Table J-1
Milestones for BCTP division/corps rotations

DATE	EVENTS
3 to 6 months after change of command	Seminar
4 to 6 months after seminar	Warfighter Exercise
30 to 60 days after Warfighter Exercise	Final Exercise Report

J-2. Rotation milestones for the seminar and the WFX for AC units are found in table J-2

determines specific dates. (BWFX = BWFX STARTEX, SEM = Beginning of seminar.)

Table J-2
Seminar and WFX rotation milestones

MILESTONE DAYS	EVENTS
WFX-305/355 WFX-355 (OCONUS) Seminar-125/155	IPC/Site Survey with unit to establish WFX facilities, power, and communication requirements
Seminar-130/150 (WFX-310/330)	BLUFOR and OPFOR seminar scenario developed
WFX-300	Concept Development Conference
Seminar-100/110 (WFX-280/290)	BLUFOR and OPFOR seminar scenario finalized
Seminar-40/60 (WFX-220/240)	Seminar Corps OPLAN developed; unit seminar schedule developed
Seminar-30/45 (WFX-210/225)	Seminar participant itineraries to BCTP with bios CG/MSC of Commanders to BCTP
WFX-190	Exercise Design Back-brief
Seminar-15/30 (WFX-195/210)	Deployment Seminar
Seminar-5/10 (WFX-185/190)	Seminar coordination completed
Seminar-0/+5 (WFX-180)	Seminar
WFX-150/180	BLUFOR and OPFOR WFX scenario developed
WFX-120/150	Higher HQ WFX directive developed; BLUFOR and OPFOR WFX scenarios finalized to include task organization and METL
WFX-90	JTF OPLAN delivered to Higher HQ
WFX-75/90	Higher HQ OPLAN developed
WFX-35	Higher HQ OPLAN to BCTP; WFX unit SOPs to BCTP
WFX-35	OPFOR campaign plan developed
WFX-15 (NET)	Higher HQ OPLAN issued to WFX unit
WFX-6	WFX unit and MSC OPORDs to BCTP
WFX 0/+5 (DIV) 0/+7 (CORPS)	WFX
WFX +6/10	FER prepared
WFX +10/14	FER to DCG-T
WFX +30/60	FER to WFX unit and CALL

Appendix K
Rotation Milestones for Army National Guard Divisions

K-1. Table K-1 provides the milestone guidelines to prepare ARNG divisions for BCTP division rotations. Coordination between the exercise unit, its higher HQ, and BCTP determines specific dates.

Table K-1
Milestones for BCTP ARNG division rotations

DATE	EVENTS
When scheduled (target WFX –320)	Seminar
When scheduled	Warfighter Exercise (WFX)
30 to 60 days after Warfighter exercise	Final Exercise Report (FER)
45 days after Warfighter exercise	Proficiency Sustainment Package (PSP)

K-2. When the Seminar and the WFX are linked, that is, the OPLAN developed for the Seminar is used in the WFX, table K-2 will be used. If the seminar and WFX are not linked, i.e., seminar and WFX OPLANs are different, use table K-3.

Table K-2
Army National Guard Divisions rotation milestones (Seminar and WFX linked)

MILESTONE DAYS	EVENTS
WFX-545	Corps and Division notification
WFX-515	Initial Planning Conference
WFX-500	Concept Development Conference
WFX-420/470	Exercise Design Back-brief; Requirements list to unit
Seminar-130/150 (WFX-450/470)	BLUFOR and OPFOR Seminar scenario developed
Seminar-100/110 (WFX-420/430)	BLUFOR and OPFOR Seminar scenario finalized. JTF OPLAN delivered to HHQ
Seminar-60 (WFX-380)	Seminar Corps OPLAN developed and issued to unit; unit seminar schedule developed
Seminar-60 (WFX-380)	OPFOR Campaign Plan delivered for linked rotation
Seminar 0/+5 (WFX-320)	Seminar
WFX-60/90	Unit's WFX OPLAN and SOPs to BCTP
WFX-60	OPFOR Campaign Plan updated
WFX-35/65	WFX unit's MSC OPORDs to BCTP
WFX 0/+5	WFX
WFX +6/10	FER prepared; PSP initiated
WFX +10/14	FER to DCG-T
WFX +30/60	FER to WFX unit and CALL
WFX +30/45	PSP to WFX unit

Table K-3
Army National Guard Divisions rotation milestones (Seminar and WFX not linked)

MILESTONE DAYS	EVENTS
WFX-545	Corps and Division notification
WFX-515	Initial Planning Conference
WFX-500	Concept Development Conference
WFX-325/360	Exercise Design Back-brief; Requirements list to unit
WFX-300/365	Higher HQ WFX directive developed; BLUFOR and OPFOR WFX scenarios finalized to include task organization and METL
WFX-300	JTF OPLAN delivered to Higher HQ
WFX-270/300	Higher HQ OPLAN developed
Seminar-130/150 (WFX-450/470)	BLUFOR and OPFOR Seminar scenario developed
Seminar-100/110 (WFX-420/430)	BLUFOR and OPFOR Seminar scenario finalized
Seminar-40/60 (WFX-360/380)	Seminar Corps OPLAN developed and issued to unit; unit seminar schedule developed
Seminar 0/+5 (WFX-320)	Seminar
WFX-60/90	Unit's WFX OPLAN and SOPs to BCTP
WFX-60	OPFOR Campaign Plan developed
WFX-35/65	WFX unit's MSC OPORDs to BCTP
WFX 0/+5	WFX
WFX +6/10	FER prepared; PSP initiated
WFX +10/14	FER to DCG-T
WFX +30/60	FER to WFX unit and CALL
WFX +30/45	PSP to WFX unit

Appendix L
Rotation Milestones for Army National Guard Brigades

Table L-1 provides the milestone guidelines to prepare ARNG brigades for BWFX rotations. Coordination between the exercise unit, its higher HQ, and BCTP

Table L-1
Milestones for Army National Guard brigade rotations

MILESTONES	EVENTS/PRODUCTS DUE
SEM-180	IPC/Site Survey; Unit provides MTOE, unit basic loads, Troop list, TACSOP, and prescribed load list
SEM-180	Determine: • work station requirements • furniture requirements • communications requirements • TDA and task organization • lodging requirements
SEM-120	STARTEX Conference (by exception only)
BWFX-158, SEM-63	BLUFOR seminar database developed
BWFX-155, SEM-60	Seminar participant list due to BCTP
BWFX -123	Seminar training plan
SEM-60	Division OPORD sent to training unit
SEM-30	Combat Refresher Team conducts unit training
SEM-27	OPFOR seminar campaign plan
BWFX -122	BWFX Simulation Control Plan complete
BWFX –100 SEM-5	OPFOR seminar combat orders and campaign plan
BWFX –94, S-1	Unit arrives at BCTC
BWFX –95, SEM	Seminar begins
BWFX –93, SEM+1	Seminar simulation runs (JANUS)
SEM+4	Seminar ends; SCP delivered; BWFX equipment summary finalized
BWFX -60	Coordinate air travel, lodging, and rental cars; OPFOR Simulation Control Plan; BLUFOR and OPFOR date extract report
BWFX -39	BLUFOR and OPFOR BWFX database scrub
BWFX -35	Final BDE and all sub-unit OPORDs with all overlays and annexes due to BCTP
BWFX -29	BWFX rules and workarounds, road to war, and OPFOR campaign plan
BWFX -23	Complete BWFX databases
BWFX -7	Ship baggage and equipment to BWFX site
BWFX -4	OPSGRP advance party deploys
BWFX -3	By-name list of BSC detail to OPSGRP; Shipment from Fort Leavenworth arrives at BWFX site
BWFX -2	OPSGRP main body deploys (AM); BSC set up/training preparation (AM)
BWFX -1	BSC augmentees under OPSGRP control; BSC work cell augmentee training; OT augmentation deploys
BWFX	BSC work cell augmentee training (AM); Final BWFX data input (PM); BWFX STARTEX
BWFX +1	Interim AAR
BWFX +2	ENDEX; Final AAR/FER provided to unit

Appendix M
Rotation Milestones for ARFOR/ASCC Exercises

Table M-1 provides the milestone guidelines to prepare units for ARFOR/ASCC rotations. Coordination between the primary training audience, its higher HQ, and BCTP determines specific dates. Rotation milestones for the seminar and WFX (Joint exercise) are shown in table M-2.

Table M-1
Milestones for ARFOR/ASCC rotations

DATE	EVENTS
3 to 5 months prior to the exercise	Seminar
When scheduled	Joint exercise
30 days after Joint exercise AAR	Final Exercise Report

Table M-2
ARFOR/ASCC seminar and WFX rotation milestones

MILESTONE DAYS	EVENTS
Seminar-180/365	Request for OPSGP D support submitted to TRADOC for approval CDC conducted
Joint exercise-305/335	Initial Planning Conference/site survey with unit
Seminar-180	BLUFOR and OPFOR seminar scenario developed
Seminar-120	BLUFOR and OPFOR seminar scenario finalized
Seminar-40/60	Seminar higher HQ OPLAN/Campaign Plan developed; unit seminar schedule developed
Seminar-30/45	Seminar participant itineraries to BCTP with biographies of CJTF/MSC CDRs to BCTP
Seminar-21	Seminar read ahead packets to unit
Seminar-5/10	Seminar coordination complete
Seminar-0/+5	Seminar
Joint exercise –365	Request for OPSGP D support submitted to TRADOC
Joint exercise-285/305	STARTEX Conference BLUFOR and OPFOR joint exercise scenarios developed
Joint exercise-95/125	Higher HQ exercise directive developed
Joint exercise-90/120	BLUFOR and OPFOR joint exercise scenarios finalized to include task organization and JMETL
Joint exercise-75/90	Higher HQ OPLAN/Campaign Plan developed; OPFOR campaign plan developed
Joint exercise-60/90	JTF's JSOPs to BCTP
Joint exercise-15 (NET)	Higher HQ OPLAN issued to joint exercise unit
Joint exercise-6	Joint exercise unit and MSC OPORDs to BCTP
Joint exercise+0/6	Joint exercise
Joint exercise+6/10	FER prepared and submitted to training audience commander

Appendix N
Observer Controller/Observer Trainer Augmentation

N-1. Stipulations.

a. In accordance with AR 350-50, TRADOC must fill BCTP authorized OPSGP TDA positions through permanent or augmentee assignments.

b. The OC augmentation program is required to fill shortfalls in available personnel assignments.

c. The MACOM owning the rotational unit is responsible for augmentation of OC/OTs exceeding TDA authorization. Additionally, the training unit's MACOM is responsible for OC augmentation for any OC requirements above and beyond the STL.

d. BCTP funds all AOC costs within the STL; MACOMs are responsible for all other AOC costs.

e. TRADOC installations provide tasked OCs for an average of 9 days depending upon the exercise schedule and location.

N-2. Tasking process.
The following process will support shortfalls in ODP-supported BCTP OC positions:

a. NLT WFX-200 days (Div WFX/Corps WFX). Operations Group identifies an existing OC shortfall and forwards request for augmentation to the CDR, BCTP.

b. NLT WFX-190. Commander, BCTP forwards request to TRADOC Central Tasking Office.

c. NLT WFX-180. The TRADOC Central Tasking Office notifies the tasked TRADOC installation of the

AOC/AOT tasking. The tasked installation has 14 days from the date of the tasking notification to request relief from the tasking IAW TRADOC Reg 614-11, paragraph 1-6g, or they are obligated to fill it. Additionally, TRADOC Central Tasking Office forwards AOC/AOT requirements to MACOM.

   d. NLT WFX-70. The tasked organization provides augmentee names to the BCTP POC specified in the tasking document.

   e. NLT WFX-69. The augmentee OC conducts direct coordination with the Operations Group for training, travel, and mission requirements.

   f. NLT WFX-20. Fund cites available from BCTP Resource Management.

N-3. Volunteers. In accordance with timeline in paragraph N-2 above, BCTP requests volunteer augmentee OC support from the corps and CONUSAs. Qualified military personnel may volunteer to be a BCTP OC/OT augmentee. Operations Groups A, B, and D AOCs must be MEL 4, branch-qualified majors or lieutenant colonels (except for the two corps or division main CP intelligence OC/OTs, which could be intelligence MOS CW3/CW4/CW5); OPSGP C AOCs must be branch-qualified captains or above. Volunteer participation in exercises has helped prepare or refresh participants on corps and division operations while returning to their unit better prepared to negotiate and lead battle staff operations.

Appendix O
Contingency Operations and Unforeseen Events

O-1. Funding. All MACOMs/users requesting BCTP OPSGP support for contingency operations and other unforeseen events must provide a fund cite/source at the time of request. This is necessary because contingency operations are not programmed as part of the normal BCTP program objective memorandum cycle, and are not funded by the CTC program.

O-2. Approving authority. DA G3 is the approval authority for all unforeseen requests for BCTP support. Unforeseen requests include, but are not limited to, support of contingency operations and any other request not scheduled IAW chapter 1, paragraph 1-9. Units will resolve funding for such requests prior to approval by HQDA. Major Army commands forward requests through TRADOC DCSOPS&T; include OCONUS country clearance data if applicable. Requests will include a fund cite/source, and exact costing data, determined by BCTP and requesting unit. TRADOC DCSOPS&T provides recommendation and forwards the request through HQDA (DAMO-TR) to the DA G3.

O-3. Peacekeeping Operations (PKO). The BCTP may be scheduled to provide support to units preparing to conduct PKO. Unit training events normally associated with PKO training include seminars/Decisionmaking Exercises (DME), Mission Rehearsal Exercises, and

Advanced Decisionmaking Exercises and may include SME participation in up to two staff exercises (each 4 to 5 days long). Normally this support will consist of sufficient OC and contractor personnel drawn from assets throughout BCTP to facilitate the training events and accomplish training objectives. The BCTP support may include, but is not limited to, workshop development, SME attendee recommendations, role-playing vignette preparation and presentation, and interactive support as a higher HQ for unit RFIs. In addition, BCTP can provide sufficient audio/visual technicians and equipment to record and document training events. Seminar/DMEs, Mission Rehearsal Exercises, and support to staff exercises must be scheduled on the BCTP calendar at the semiannual WWTSC. The certifying HQ/higher HQ will provide all funds for BCTP participation in PKO/stability and support operations events.

Appendix P
Deployment Training for Corps and Active Component Divisions

Procedures to execute the BCTP deployment training model to facilitate commanders executing the Chief of Staff's directive are provided below.

P-1. Training phases. Deployment training is divided into two phases of training. Phase I is training prior to and during the Battle Command Seminar and Phase II is training prior to STARTEX during the WFX.

   a. Phase I (Seminars) includes the following two training events:

      (1) The first event is a 2-day home station Deployment Seminar consisting of deployment workshops conducted by BCTP, joint deployment agencies/commands, the installation, and division staffs. The Deployment Seminar workshops familiarize exercise unit commanders and staffs with the joint and installation deployment processes.

      (2) The second event is deployment training during the Battle Command Seminar. The deployment training focus is on deployment planning using the military decisionmaking process against the seminar OPLAN. Units develop plans deploying from home station, rather than forward tactical assembly areas, to their tactical assembly areas/sector. Additionally, training units will conduct a deployment DME using the military decisionmaking process in a time-constrained environment. The deployment DME addresses force flow prioritization within the OPLAN.

   b. Phase II (WFX) includes a DEPLOYEX conducted during the pre-exercise week of the WFX. The DEPLOYEX will challenge the training unit commander and staff on C2 of the organization through selected portions of the deployment process. The focus is on commander decisions and unit actions taking place from ports of debarkation (aerial port of debarkation/seaport of debarkation) through the RSOI process and into

tactical assembly areas/sectors. Phase II concludes with integrating adjudicated unit deployment decisions into the WFX scenario.

P-2. Responsibilities of organizations.

a. The BCTP HQ:

(1) Ensures all training events are scheduled at the WWTSC for CONUS and OCONUS units.

(2) Accounts for equipment shipment if teams are executing operations back-to-back.

(3) Coordinates for the use of the BSF for murder boards/rehearsals of Deployment Seminar workshops.

(4) Coordinates with external deployment agencies/ commands to include USTRANSCOM, MTMC, JDTC, and DPMO in support of operations group training requirements.

(5) Periodically reviews and updates agreements and funding requirements between BCTP and the external deployment agencies/commands and the NSC.

(6) Coordinates for SRO attendance at deployment training events.

(7) Coordinates video teleconferences for deployment training events.

(8) Schedules operations groups for deployment training.

b. Operations groups:

(1) General:

(a) Incorporate all deployment training requirements into operations group SOP.

(b) Include deployment training deliverables in the memorandum from the operations group to the unit prior to the IPC.

(c) Provide BCTP G3 with training and exercise calendar requirements.

(d) Prepare orders and plans to support deployment training.

(e) Include DEPLOYEX observations in the FER.

(f) Coordinate with BCTP G3 for deployment training and coordination with external deployment agencies/commands (USTRANSCOM, MTMC, JDTC, and DPMO).

(g) Develop workshops: Operations Groups A and B develop the Deployment Training Overview Workshop for presentation at the Deployment Seminar. On order, present the USTRANSCOM Joint Deployment Process Overview Workshop at the Deployment Seminar and to the installation and battle staff at the Battle Command Seminar. Be prepared to present other joint deployment community workshops as required. Coordinate with WCOPFOR for their Operational Environment/Threat Workshop conducted at Deployment Seminars.

(h) Ensure maps are available of the entire area of responsibility (AOR) from fort to foxhole to include 1:250,000 scale.

(i) Provide recommendations to BCTP G3 for updates to this regulation.

(j) Develop and execute an OC collection plan during the DEPLOYEX to support the DEPLOYEX Hotwash.

(k) Prepare OPLANs that support deployment training for use in the Battle Command Seminar.

(l) Prepare CINC/JTF-level deployment products to support deployment planning by the WFX higher HQ. Deliver to the higher HQ NLT CDC plus 45 days.

(m) Coordinate for shipping of DEPLOYEX support equipment to the exercise location.

(2) Initial Planning Conference:

(a) Incorporate the deployment training events into the BCTP training rotation briefs to include unit/ installation responsibilities at the Deployment Seminar, Battle Command Seminar, and DEPLOYEX.

(b) Incorporate deployment training requirements for the Deployment Seminar and Battle Command Seminar into the IPC LOI.

(c) Collect deployment training products from the training unit in order to support deployment training exercise design. The deliverables include:

·   Unit's current table of organization and equipment (TOE)/MTOE with unit identification codes (UICs) down to company level.
·   Force Modernization List.
·   Commander's Tracked Items Lists.
·   RSOP.
·   Installation Deployment SOP/Directorate of Plans, Training, and Mobilization (DPTM) Movement Plan.
·   Corps Deployment SOP.
·   Division Deployment SOP.
·   Garrison Deployment Support Plans.
·   Force Module Lists (if not in the RSOP).
·   Arrival/Departure Airfield Control Group Operations SOP.
·   Directorate of Logistics Transportation Unit Movement Guide.
·   Theater RSOI Plan.
·   Port Support Activity Operations SOP.
·   AOR (if possible) for the WFX.

(d) Incorporate deployment training requirements into the Site Survey conducted in conjunction with the

IPC. Coordinate for a seminar-type classroom for the Deployment Seminar, and location and power requirements for the Operations Group Deployment Seminar team.

    (3) Concept Development Conference:

      (a) Incorporate deployment training requirements into the Warfighter LOI.
      (b) Confirm AOR with higher HQ.

      (c) Incorporate the deployment training events into the BCTP training rotation briefs.

      (d) Define DEPLOYEX unit equipment and administrative and personnel requirements, and incorporate them into the STARTEX LOI and simulation control plan.

    (4) Deployment Seminar:

      (a) Deploy the Deployment Seminar Team to the training unit's home station, execute the Deployment Seminar, and conduct a formal review of discussion (Hotwash) with the exercised unit at the completion of the training event.

      (b) On order, conduct the Joint Deployment Process Workshop.

      (c) Be prepared to conduct other deployment training workshops.

    (5) Battle Command Seminar:

      (a) Develop and execute the deployment DMEs.

      (b) Develop and deliver higher HQ deployment products for driving the seminar order.

      (c) Develop fragmentation orders, warning orders, and other products to facilitate deployment DMEs.

      (d) Coordinate with joint deployment agencies and commands on exercise design and Battle Command Seminar procedures.

      (e) Be prepared to answer deployment-related RFIs from the training unit.

    (6) Deployment Exercise:

      (a) Observer controllers link up and conduct counterpart in-briefs prior to DEPLOYEX.

      (b) Develop DEPLOYEX training objectives, scenario, and Master Scenario Event Lists.

      (c) Provide the training unit with a list of phone numbers for representatives in the DEPLOYEX cell.

      (d) Provide White Cell with DEPLOYEX results for adjudication.

      (e) Execute Hotwash and include deployment training results into WFX FER.

  c. Training Unit:

    (1) Initial Planning Conference. The training unit will provide the following to BCTP:

      (a) Unit RSOP.

      (b) Force Module structure if not included in the RSOP.

      (c) TOE/MTOE with UICs down to company level.

      (d) Force Modernization List.

      (e) Commander's Tracked Items Lists.

      (f) AOR for WFX (if known).

      (g) Installation Deployment Plan.

      (h) DPTM Movement Plan.

      (i) Corps Deployment SOP.

      (j) Division Deployment SOP.

      (k) Garrison Deployment Support Plans.

      (l) Arrival/Departure Airfield Control Group Operations SOP.

      (m) Directorate of Logistics Transportation Unit Movement Guide.

      (n) Theater RSOI Plan.

      (o) Port Support Activity Operations SOP.

      (p) Include deployment as a seminar training objective.

    (2) Deployment Seminar:

      (a) Provide a seminar classroom for conduct of the Deployment Seminar. Ensure appropriate number of tables and chairs are available in a horseshoe formation.

      (b) Provide briefings/workshops on the installation deployment plan and training unit RSOP.

    (3) Battle Command Seminar:

      (a) Develop and brief the deployment plan.

      (b) Execute two deployment DMEs.

    (4) Deployment Exercise. Execute DEPLOYEX during pre-exercise week of WFX.

  d. Training Unit Higher HQ:

(1) Provide the training unit with a higher HQ OPLAN for the WFX. Use BCTP-provided higher HQ-level deployment products to shape OPLAN development.

(2) Initial Planning Conference:

(a) Provide LNO.

(b) Provide WFX area of operations.

(3) Concept Development Conference:

(a) Confirm WFX area of operations.

(b) Include deployment as a WFX training objective.

(c) Provide BCTP with higher HQ RSOP and/or field standing operating procedure (FSOP).

(4) Deployment Seminar. Provide a representative capable of responding to higher HQ RSOP/FSOP and reporting requirements.

e. External deployment agencies/commands:

(1) Coordinate with BCTP personnel to review and rehearse all workshops prior to the Deployment Seminar to ensure BCTP training objectives are accomplished. 2) Initial Planning Conference. None.

(3) Concept Development Conference. None.

(4) Deployment Seminar:

(a) Provide academic workshops and facilitate discussion on organization's deployment functions.

(b) Continue coordination with BCTP for actions during the Battle Command Seminar.

(5) Battle Command Seminar:

(a) Assist training unit with deployment planning.

(b) USTRANSCOM provides joint deployment process overview workshop to the staff.

(c) Assist BCTP OCs with deployment-related RFIs.

(d) Participate in the BCTP internal Hotwash at the conclusion of the deployment DMEs.

(6) Deployment Exercise. None.

Appendix Q
Digital Rotations

R-1. Battle Command Training Program digital rotation model.
Additional resources (time, money, and people), above the currently approved BCTP model as enumerated in appendix B, are required when digital C2

systems are part of the BCTP WFX. Increased coordination with the exercise headquarters G6 is needed to accommodate digital simulation/stimulation and digital C2 information collection.

R-2. Data Collection, Analysis and Review System (DCARS).

a. The BCTP uses the DCARS to assist in its AAR process. The DCARS enhances AAR development by providing analytical data for comprehension of C2 processes and information flow in and between warfighting unit TOCs.

b. The DCARS connects to the warfighting unit's tactical LAN. It collects and processes data from the specific ATCCS components through a hardened laptop computer called a Multi-Functional Data Collector (MFDC) attached to the TOC LAN. The BCTP personnel install the MFDCs on unit tactical LANs prior to STARTEX and immediately after a TOC relocates.

c. See Table R-1 for DCARS timelines.

R-3. Simulation/Stimulation and digital interface devices.
Models and interface systems that provide digital feeds of simulation information directly to BFA ATTCS boxes may be used in a BCTP WFX. When these systems are present, they will be under the control of BCTP for the duration of the exercise. Simulation/stimulation tools and interface devices are funded and operated by sources external to BCTP. Coordination for simulation/stimulation tools will begin with the IPC, with detailed information included in the appropriate BCTP control documents.

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Table R-1
Data collection, analysis and review system timelines
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EVENT	WFX – DAYS	TASK
Site Survey/IPC	CONUS: W-305/355 OCONUS: W-355	BCTP initial coordination with G6 and PMs for scripts and connectivity
Exercise Director's LOI	WFX-190 days	WFX LOI includes: DCARS will ride tactical network; unit will load scripts and permissions; and will accredit DCARS as part of their network
Receive address book from unit	WFX-90 days	BCTP devises preliminary data collection plan and checks for errors and omissions
Prepare DRAFT data collection plan based upon unit address book	WFX–75 days	BCTP digital collection hardware included in network architecture
Final Coordination with unit	WFX-30 days	BCTP coordinates with unit personnel on specifics (Router ports, Internet Protocol addresses, power, physical space) to install MFDCs in unit CPs; digital analysts ascertain how ATCCS will be employed for C2 and convey this information to the OCs and analysts
Advanced Party	WFX-17 days	BCTP set up of DCARS in Simulation
Network accreditation	WFX-10 days	BCTP receives a copy of the network accreditation that includes DCARS
DCARS installed and synchronized	WFX-4days	MFDCs installed in TOCs, tied into tactical LAN/WAN

Glossary

Section I
Abbreviations

A2C2   Army Airspace Command and Control

AAMDC   Army Air/Missile Defense

	Commander
AAR	after action review
ABCS	Army Battle Command System
AC	Active Component
ACR	armored cavalry regiment
AD	air defense
ADA	air defense artillery
ADCST-W	Assistant Deputy Chief of Staff for Training-West
AFDC	Air Force Doctrine Center
AG	adjutant general
ALO	air liaison officer
AOC/T	augmentee observer controller/trainer
AOR	area of responsibility
AR	Army regulation
ARFOR	Army Force
ARNG	Army National Guard
ASAS	All Source Analysis System
ASCC	Army Service Component Command
ASG	Area Support Group
ATCCS	Army Tactical Command and Control System
BBS	Brigade/Battalion Battle Simulation
BCBST	Brigade Command Battle Staff Training
BCTC	Battle Command Training Center
BCTP	Battle Command Training Program
BDE	brigade
BICM	BCTP Intelligence Collection Model
BLUFOR	blue forces
BN	battalion
BOS	battlefield operating system
BSC	Battle Simulation Center
BSF	BCTP Seminar Facility
BWFX	Brigade Warfighter Exercise
C2	command and control
C4I	command, control, communications, computers, and intelligence
CA	civil affairs
CAC	Combined Arms Center
CALL	Center for Army Lessons Learned
CBS	Corps Battle Simulation
CD-ROM	compact disk-read only memory
CDC	Concept Development Conference
CDR	commander
CG	commanding general
CGSC	Command and General Staff College
CHOC	chief observer/controller
CINC	commander in chief
CML	chemical
COE	contemporary operational environment
COG	Commander, Operations Group
CONUS	continental United States
CONUSA	Continental United States Army
COSCOM	Corps Support Command
CP	command post

CPX	command post exercise
CSA	Chief of Staff, U.S. Army
CSS	combat service support
CSSTSS	Combat Service Support Training Simulation System
CSM	command sergeant major
CTC	Combat Training Center
CTO	corps transportation officer
CZ	competitive zone
DA	Department of the Army
DCARS	Data Collection, Analysis, and Review System
DCSINT	Deputy Chief of Staff for Intelligence
DCSOPS&T	Deputy Chief of Staff for Operations and Training
DEPLOYEX	deployment exercise
DISCOM	division support command
DIV	division
DIVARTY	division artillery
DME	decisionmaking exercise
DOIM	Directorate of Information Management
DPMO	Deployment Process Modernization Office
DPTM	Directorate of Plans, Training, and Mobilization
DPTMSEC	Directorate of Plans, Training, Mobilization and Security
DTLOMS	doctrine, training, leader development, organization, materiel, soldiers
DPW	Directorate of Public Works
DS	direct support
EAC	echelons above corps
ENDEX	end of exercise
EXCON	exercise control
EXDIR	exercise director
FA	field artillery
FAMSIM	family of simulations
FER	final exercise report
FM	field manual
FORSCOM	United States Army Forces Command
FS	fire support
FSOP	field standing operating procedures
G1	Assistant Chief of Staff, Personnel
G2	Assistant Chief of Staff, Intelligence
G3	Assistant Chief of Staff, Operations
G4	Assistant Chief of Staff, Logistics
G5	Assistant Chief of Staff, Civil Affairs
G6	Assistant Chief of Staff, Communications
G7	Assistant Chief of Staff, Operational Plans
HQ	headquarters
IAW	in accordance with
ICW	in coordination with
IO	information operations

IPC	initial planning conference	OB	order of battle
J1	Personnel Directorate of a joint staff	OC	observer controller (BWFX, Div, Corps Exercise)
J2	Intelligence Directorate of a joint staff	OCONUS	outside continental United States
J3	Operations Directorate of a joint staff	ODP	Officer Distribution Plan
		OPCON	operational control
J4	Logistics Directorate of a joint staff	OPFOR	opposing force
J5	Plans Directorate of a joint staff	OPLAN	operation plan
J6	Command, Control, Communications, and Computer Systems Directorate of a joint staff	OPLAW	operational law
		OPORD	operation order
		OPSGP	operations group
J7	Operational Plans and Interoperability Directorate of a joint staff	OT	observer trainer
		OTA	Observer Trainer Academy
		PAO	public affairs office
JCMOTF	Joint Civil-Military Operations Task Force	PKO	peacekeeping operations
		POC	point of contact
JCS	Joint Chiefs of Staff	PSP	proficiency sustainment package
JDTC	Joint Deployment Training Center	PSYOP	psychological operations
JFLCC	Joint Forces Land Component Command	PW	Prairie Warrior
		QTB	quarterly training brief
JOA	joint operations area	RC	Reserve Component
JTF	joint task force	RFI	request for information
JMETL	joint mission essential task list	RSOI	reception, staging, onward movement and integration
JRAC	joint rear area coordinator		
JPOTF	joint psychological operations task force	RSOP	readiness standing operating procedures
JSOP	joint standing operating procedures	S1	personnel staff officer
JSOTF	joint special operations task force	S2	intelligence staff officer
JTF	joint task force	S3	operations and training staff officer
JWFC	Joint Warfighting Center		
LAN	local area network	S4	logistics staff officer
LNO	liaison officer	S5	civil affairs staff officer
LOI	letter of instruction	S6	communications staff officer
MACOM	major Army command	SB	support battalion
MEL	military education level	SBCT	Stryker Brigade Combat Team
METL	mission essential task list	SCP	Simulation Control Plan
METT-T	mission, enemy, terrain, troops and time available	SGM	sergeant major
		SJA	staff judge advocate
MFDC	Multi-Function Data Collector	SME	subject matter expert
MI	military intelligence	SOF	special operations forces
MOA	memorandum of agreement	SOP	standing operating procedures
MP	military police	SRO	senior observer
MS	mobility survivability	STARTEX	start of exercise
MSC	major subordinate command	STL	standard troop list
MTMC	Military Traffic Management Command	TAC	tactical
		TACSIM	Tactical Simulation
MTOE	modified table of organization and equipment	TACSOP	tactical standard operating procedures
		TAMS	Training Assessment Management Systems
MTT	mobile training team		
MUTA-#	multiple unit training assembly (The number denotes how many unit training assemblies [4 hour blocks of training time] are consecutively conducted)	TDA	table of distribution and allowances
		THP	take-home package
		TOC	tactical operations center
		TOE	table of organization and equipment
NCO	noncommissioned officer	TPFDD	Time-Phased Force Development Data
NET	not earlier than		
NG	National Guard	TRADOC	United States Army Training and Doctrine Command
NGB	National Guard Bureau		
NLT	not later than	TSC	Theater Support Command
NSC	National Simulation Center	UIC	unit identification code
		USAF	United States Air Force

USTRANSCOM	United States Transportation Command
VIP	very important person
WARSIM	War Simulation
WCOPFOR	World Class Opposing Force
WFX	warfighter exercise
WWTSC	World Wide Training Scheduling Conference

Section II
Terms

Army Battle Command System (ABCS)
Multiple C2 systems that operate from the strategic through tactical level. These systems integrate a series of Battlefield Automated Systems into a single, coherent, relational C2 system (see chapter 6).

Army Tactical Command and Control System (ATCCS)
Made up of the Battlefield Functional Area systems: Fire Support, Advanced Field Artillery Tactical Data Systems, Intelligence, All Source Analysis System (ASAS), Logistics, Combat Service Support Command and Control Systems, Forward Area Air Defense for Command and Control, Communications, and Combined Arms - Maneuver Control System. Once fully fielded, ATCCS will provide corps, divisions, brigades and maneuver battalions with fully automated C2.

Active Component (AC)
United States Army personnel on full-time active duty military service.

active duty training
A tour of duty for training reserve component soldiers.

adjudication
Those actions taken by the CDR, BCTP, to resolve situation anomalies during an exercise through a manual process that considers the facts related to the issue and the application of military judgment for a 'reasonable solution.'

after action review (AAR)
A method of providing feedback to units, involving participants in the training diagnostic process, to increase and reinforce learning. The AAR leader guides participants in identifying deficiencies and seeking solutions. There are two types of AARs during BCTP exercises, formal and informal. Normally each exercise has two formal AARs. BCTP conducts one halfway through the exercise and the second one after ENDEX. A brief description of formal and informal AARs follows:

Formal AAR: Two AARs conducted during the exercise portion of a BCTP division/corps rotation. The command group, principal/battle staff, and MSC commanders attend. The COG facilitates the AAR. The SRO attends as well as the OPSGP BOS chiefs and SMEs. Contractor audiovisual section films these AARs. Copies of these films are a part of the unit THP/PSP.

Informal AAR: Observer controllers conduct two AARs for the MSC units they observe.

AAR Build
The process by which the COG develops the formal AAR presentation. Normally starts 7-10 hours prior to the

algorithm
A series of mathematical equations used for the Corps Battle System battle calculus.

analyst
A BCTP contract civilian working in the BCTP operations center during an exercise to retrieve/analyze data for the formal AAR.

annual training
The minimal period of annual active duty training a member performs to satisfy the annual training requirements associated with RC assignment, performed during one or more consecutive days.

augmentee observer controller/trainer (AOC/AOT)
A noncertified OC (NCO or officer) tasked to augment BCTP during an exercise to provide expertise not available, or temporarily fill a personnel vacancy within BCTP to ensure comprehensive coverage of the exercise by all BOS and SMEs.

azimuth check
A term used to describe a meeting that is used to review the status of an exercise. Normally chaired by the COG with all BOS chiefs/SMEs and the chief, observer controllers attending.

Battle Command Training Program (BCTP)
The capstone of the Army CTC program designed to provide tough, realistic, stressful, and high-quality command and battle staff training for brigade, division, and corps commanders, their staffs, and major subordinate commanders. Serves as a source of data and lessons learned for the DTLOMS.

BCTP rotation
A BCTP rotation consists of an Initial Planning Conference, Site Survey, Concept Development Conference, Deployment Seminar (AC divisions/corps only), Battle Command Seminar, Warfighter Exercise, and a Take-Home Package for AC units and Proficiency Sustainment Package for RC units.

Battle Command Seminar
A 5-day seminar (corps and AC division Battle Command Seminar includes deployment training) conducted at Fort Leavenworth, KS, to assist commanders in building their command and staff team. The Battle Command Seminar program focuses entirely on battle planning and warfighting. This exercise is a battle-focused team-building event for the command group, principal staff, major subordinate commanders, and the battle staff.

blue forces (BLUFOR)
A term to identify U.S. forces and their allies during exercises.

battlefield operating systems (BOS)
The major functions occurring on the battlefield and performed by the force to successfully execute operations. The seven systems are: intelligence, maneuver, fire support, mobility/survivability, air defense, combat service support, and command and control.

Battlefield Operating System Chief/Subject Matter Expert (BOS Chief/SME)
Title given to senior OC/OTs in each OPSGP for each BOS and SME area (SOF, CML, aviation, Signal Corps, and USAF).

Battle Simulation Center (BSC)
Name of primary facility on each installation that provides space and equipment to support BCTP rotations.

capstone
A program that aligns AC and RC units to meet the total Army's wartime requirements. The specific alignments change with each war plan. This allows for detailed theater planning and provides the basis for commanders to enter cohesive planning and training association. It is also the basis of allocation of resources by the peacetime chain of command to meet wartime training requirements.

cartoon
A graphic representation of an event or operation, usually done on a slide using PowerPoint or similar graphics software.

Combat Training Center (CTC)
An Army program established to provide realistic service and combined arms training in accordance with Army doctrine. It provides training unit opportunities to increase collective proficiency on the most realistic battlefield available during peacetime. The four components of the CTC program are the National Training Center (NTC), the Joint Readiness Training Center (JRTC), the Combat Maneuver Training Center (CMTC), and BCTP. The BCTP is the capstone of the CTC program.

chief, observer controllers
Deputy OPSGP Commander and chief of all observer/ controllers involved in a BCTP rotation.

Combat Outcome Based on Rules for Attrition (COBRA)
COBRA is a rule-based expert system to factor in the effects of METT-T in the CBS simulation.

Commander, Operations Group (COG)
Each OPSGP and the WCOPFOR has a colonel commander.

competitive zone (CZ)
The unit executes the exercise and the simulation replicates free-play battlefield effects of the BLUFOR and OPFOR units in this area on the map during the WFX. The EXDIR establishes the CZ at the STARTEX

Conference based on unit training objectives. Units participating in the exercise conduct operations in the CZ. Specific grid coordinates determine the CZ. The CZ has four parts:

a. The exercise unit's zone or sector, and its area of interest.

b. The area forward of the exercise unit that contains the competitive OPFOR.

c. The area to the rear of the exercise unit that contains any BLUFOR units providing support to the exercise unit.

d. A defined area to the flanks of the exercise unit that contains competitive OPFOR.

Concept Development Conference (CDC)
This event is designed for the EXDIR to give guidance for the conduct of the WFX. BCTP EXCON and responsible OPSGP COG conduct this event at the EXDIR's home station. The conference begins with a brief from EXCON on the provisions of this Exercise Director's Guide. Then, the EXDIR gives BCTP the approved training objectives for the training unit, and alerts BCTP to any changes to the Standard Troop List found in Appendix E for the WFX. The EXDIR gives any guidance for the deployment exercise, and operational and tactical fights to be built into the WFX scenario. This conference is followed by publication of the EXDIR Planning Guidance, which is a synopsis of the conference.

Corps Battle Simulation (CBS)
A computerized, automated Command Post Exercise driver designed to aid in the training of brigade through corps commanders, staffs, and major subordinate commanders in combat operations.

counterpart in-brief
An in-brief prior to STARTEX between the OCs and the unit commander.

crosswalk
BCTP method of reviewing orders, OPLANs, and operations to determine strengths, disconnects, concerns, and doctrinal errors. The training unit and SRO receive this SOP-guided review in written form. The SRO also receives a "Crosswalk Brief" reviewing the entire operation, strengths, disconnects, and concerns by BOS/SME prior to STARTEX.

deployment exercise (DEPLOYEX)
An exercise which provides training for soldiers, units, and support agencies in the tasks and procedures for deploying from home stations or installations to potential areas of hostilities.

doctrine
The fundamental principles by which military forces guide their actions in support of objectives. It is authoritative, but requires judgment in application.

embedded rotation
An embedded rotation is a corps exercise with one of its subordinate divisions executing an exercise simultaneously. For example, during a III Corps exercise, the 1st Cavalry Division would also execute their exercise.

enhanced rotation
An enhanced rotation is when the training unit and another unit both receive training during an exercise. For example, during a division exercise, an ARNG brigade participating in the exercise deploys their organic battalions to conduct training during the exercise.

enhanced separate brigade
Title given to 15 ARNG brigades with a high readiness priority. They are: 116 & 155 AR BDEs, 30, 48, 81, 218, & 256 MECH BDEs, 27, 29, 39, 41, 45, 53, & 76 IN BDEs, and 278 ACR.

expanded rotation
An expanded rotation is an exercise that includes additional units above those identified in the corps/division troop list. For example, a division wants to include a heavy or light brigade, or a separate brigade along with its three organic maneuver brigades in its exercise.

end of exercise (ENDEX)
The end of the exercise.

Exercise Control Meeting
A daily meeting (see White Cell) conducted on two levels with the specific purpose of keeping the exercise on track and focused on training objectives.

Exercise Design Back-brief
This event establishes the framework for the exercise phase of the BCTP rotation. The BCTP COG presents a brief to the EXDIR and the EXDIR's staff covering the WFX scenario and product delivery schedule and guidance issued by the EXDIR. At the conclusion of the conference, BCTP will draft the WFX Exercise Directors Letter of Instruction (LOI) for the EXDIR to sign. This document directs the planning, coordination, and execution of the exercise. The training unit will not participate in the Exercise Design Back-brief.

exercise director (EXDIR)
The exercise director (Corps, Army Group, or Army Forces Commander) controls the exercise by establishing the exercise conditions, writing the higher HQ operations plan/order, and approving the warfighting unit's training objectives.

explicit
Functions in CBS that require player/controller decision and actions.

final exercise report (FER)
The final written AAR is completed by the respective OPSGP and given to the rotational unit NLT 30 days after the end of their exercise. It is a part of the THP. The FER includes a brief summary of the exercise and

then a detailed analysis by BOS of tasks that the unit should sustain and improve. Also included are the OPFOR commander's perceptions during the exercise, reactions to these, and ground truth. This document is not provided to any other organizations or individuals except the Center for Army Lessons Learned (CALL). All information is published in a sterilized form—CALL does not publish exercise results with unit identification.

Green Cell
A cell of Exercise Control (EXCON) personnel similar to the Maneuver Control Cell. The Green Cell has the specific responsibility to recommend, coordinate, synchronize, and simulate Information Operations events and activities during the WFX.

ground truth
The actual status of both friendly and enemy forces (that is, location, status, combat effectiveness, etc.) during an exercise maintained by the computer. It is often different than that of "perceived truth" which is what the training unit believes is the status of friendly and enemy units during the exercise.

hotwash
Post exercise review of the salient points of the exercise to include the exercise planning process and exercise administration.

icon
A graphic representation of a unit in a simulation which displays unit type and color—red for WCOPFOR and blue for friendly units.

inclusive joint exercise
A BCTP WFX included inside the context of a joint exercise, using a common road to war scenario and C4I. Inclusive exercises provide the BCTP rigor and methodology in a mid- to high-intensity environment at either end of the exercise continuum.

implicit
Internal and automatic CBS functions that require no player/controller action.

Initial Planning Conference (IPC)
A conference usually conducted at the unit home station designed to determine the parameters for the seminar portion of a BCTP rotation. This meeting includes representatives from the rotation unit, their higher HQ, Operations Group (Operations, OC POC, Admin, COG), contractor personnel (exercise POC, EXCON Chief, EXCON POC, and database technician), and the WCOPFOR. Planning date is approximately 150-180 days prior to the date of the seminar.

JANUS
An event-driven simulation that models fighting systems as entities (such as tank, helicopter, etc.) used to train platoon through brigade.

joint seminar
Program of instruction/facilitated discussion focused on

transition requirements of U.S. Army commanders and staffs performing the assigned mission of a JTF HQ or a U.S. Army element performing the mission of an ARFOR. The BCTP normally reserves this training for numbered Army HQ, and CINC-specified ARFOR or JTF HQ.

Maneuver Control Cell
A cell of exercise control personnel who determine the actions of units that occur outside of the competitive zone that impact on the exercise.

multiple unit training assembly (MUTA)
A training assembly for RC units that consists of more than one 4-hour session.

National Simulation Center (NSC)
The NSC is a secure three-story structure located on Fort Leavenworth, KS, whose mission is to support training exercises worldwide, operate the NSC simulation facility, and provide support to other simulation related activities. Their primary mission is to support BCTP division and corps WFX rotations in a direct support role. They also provide the space and equipment to support the WCOPFOR participation in all BCTP division and corps WFX rotations. The NSC has the capability to remote up to 120 workstations and 50 MicroVAX computer systems.

noncompetitive zone
The portion of the warfighter environment outside of the competitive zone where units are not competitive and the exercise control cell scripts combat actions.

observer controller (OC)
An individual tasked to observe training and provide administrative control and constructive feedback to participants during a training exercise. BCTP OCs do not *evaluate* the units during BCTP rotations, but provide doctrinal expertise by the battlefield operating systems, and give constructive feedback to the unit commander(s) and staff. The OCs provide input for the formal AAR during the exercise portion of the rotation, conduct informal AARs, and serve as a data source for improvements of U.S. Joint DTLOMS. All BCTP OCs must complete a comprehensive certification program before performing duties as an observer controller. Operations Groups A and B have observer controllers while OPSGP C and D have observer trainers.

observer trainer (OT)
An individual tasked to observe and train commanders and their staffs during a BCTP exercise. They do not control the exercise, hence the focus on trainer, not controller. Operations Groups C and D have observer trainers.

OPLAW
A BCTP OC responsible for Operational Law. Operational Law is that body of domestic, foreign, and international law that directly affects the conduct of operations (FM 27-100, para 3.2). It includes eight separate legal disciplines: Administrative and Civil Law, Claims, Comparative and Foreign Law, Contract Law, Criminal Law, International Law, Legal Assistance, and National Security Law.

opposing force (OPFOR)
Term used to identify enemy forces during BCTP rotations.

orchestrated unit
A red or blue unit played as an icon in CBS by either the WCOPFOR or EXCON maneuver control cell used to set conditions for competitive operations. Orchestrated units may operate within both the competitive and noncompetitive zones. These units are normally noncompetitive, although the EXDIR may direct that WCOPFOR units become competitive during the WFX to achieve exercise objectives. These units are designed to provide the exercised unit with a realistic intelligence situation and a relevant common picture of the battlefield for those units fielded with ABCS. The STARTEX LOI will reflect any special conditions imposed upon orchestrated units.

player/controller
Military personnel assigned to operate a work cell in the BSC. They control unit icons in CBS and BBS and role-play the commanders and staffs of those units. They are subordinate to the MSC units in the field TOCs. For a division exercise they role-play battalions; and for a corps exercise they role-play brigades.

product
A BCTP term used to describe any information that will be used during the formal AAR.

ramp up exercise
A unit-conducted exercise to train up for a WFX.

request for information (RFI)
A technique used by BCTP to provide information, guidance, and answer questions during seminars. The BCTP uses the Army standard three-part form to address all RFIs. All unit requests for information are submitted to BCTP OCs (who role-play the higher HQ commander, staff, and MSCs) on this form. Observer controllers log the information and send a response back to the unit.

role playing
A method by which player/controllers interact and communicate with their higher command posts. They replicate units actively engaged in combat operations to support the exercise.

scripted unit
A unit that is not an active icon in the simulation and located outside of the competitive zone.

Senior Control
Work cells in both the BLUFOR and OPFOR BSCs that have sole access to CBS senior control capabilities to control the simulation.

senior observer (SRO)
One of several retired general officers handpicked by the

CSA to assist in the training/mentoring of commanders, staffs, and MSC commanders during BCTP rotations. The SRO participates in the seminar and exercise portions of rotations. One SRO normally supports each brigade (BWFX or CBS) or division rotation and up to three support a corps (CBS) rotation.

simulation
The representation of certain features of behavior of a system. In computing, a simulation refers to the employment of the computation process to implement a model of some dynamic system or process.

Simulation Control Plan (SCP)
The SCP defines BCTP requirements for executing an exercise. The BCTP prepares and furnishes the SCP for implementation to the EXDIR.

site survey
The purpose of the site survey is to ensure the unit's facilities are adequate to support the exercise. The BCTP personnel conducting the site survey include the military exercise POC, and the contractor personnel (exercise POC, Communications Specialist, and Technical Support Chief). The site survey normally precedes the IPC.

start of exercise (STARTEX)
The beginning of an exercise.

STARTEX Conference
A conference designed to work out all operational and administrative details for a unit exercise. The EXCON has proponency for this meeting. A LOI establishes the parameters for conduct of the exercise. The higher HQ unit hosts this conference with POCs from the rotation unit, BCTP, WCOPFOR, contractor personnel, EXCON, and the Exercise Director.

warfighter exercise (WFX)
A BCTP training event for brigade, division, or corps commanders and their staffs. It is a simulation-supported, multi-echelon, fully integrated CPX exercise utilizing the CTC training methodology.

WARSIM
Name of the computer simulation due to replace CBS.

WCOPFOR Forward
A cell from the WCOPFOR that deploys to the installation BSC during the exercise.

white cell
A neutral element that ensures the exercise stays on course and within the exercise commander's training objectives. This group includes the EXDIR, BCTP Commander, WCOPFOR Commander, members of EXCON, and selected higher HQ staff.

workaround
Replication of functionality or military operation that CBS currently does not model or adequately model.

workstation
A set of hardware in the BSC. Normally consists of a

television monitor, laser disk player, VT 220 or VT 320 monitor with keyboard, digitized pad with mouse, a printer, and MicroVAX computer. Usually each player/controller work cell will have two or more workstations, to support operations and logistics.

work cell
An area (usually in the installation BSC) that contains two or more workstations, player controllers, and work cell controller

work cell controller
A BCTP contract civilian (usually a retired field grade officer) who monitors player/controllers, assists in their train up exercise, provides SME advice, and provides input to the formal/informal AARs as required.
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FOR THE COMMANDER:

OFFICIAL: LARRY R. JORDAN
                             Lieutenant General, U.S. Army
                             Deputy Commanding General/
                                Chief of Staff

     //signed//
GREGORY J. PREMO
Brigadier General, GS
Deputy Chief of Staff
   for Command, Control,
    Communications & Computers